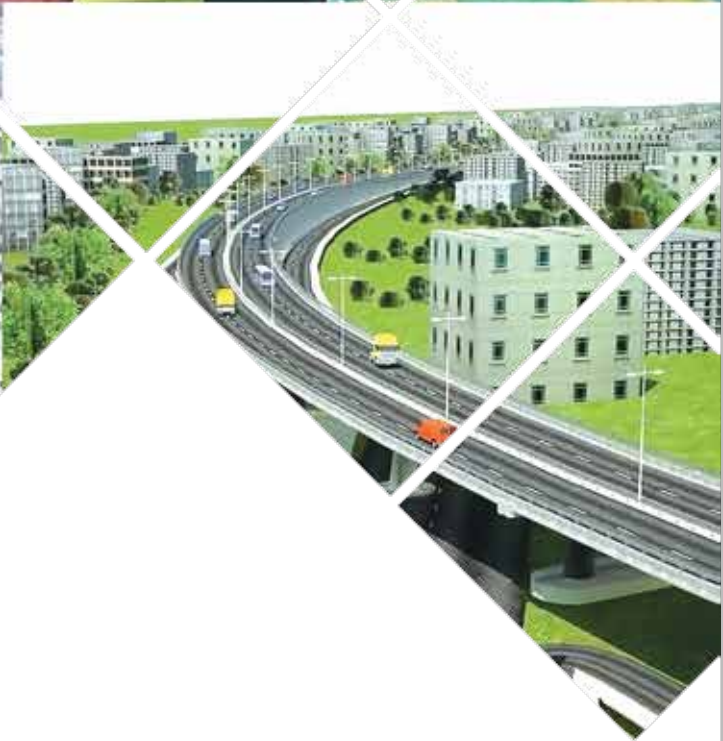


# ANNUAL REPORT

2018-19

Public Private Partnership Authority  
Prime Minister's Office

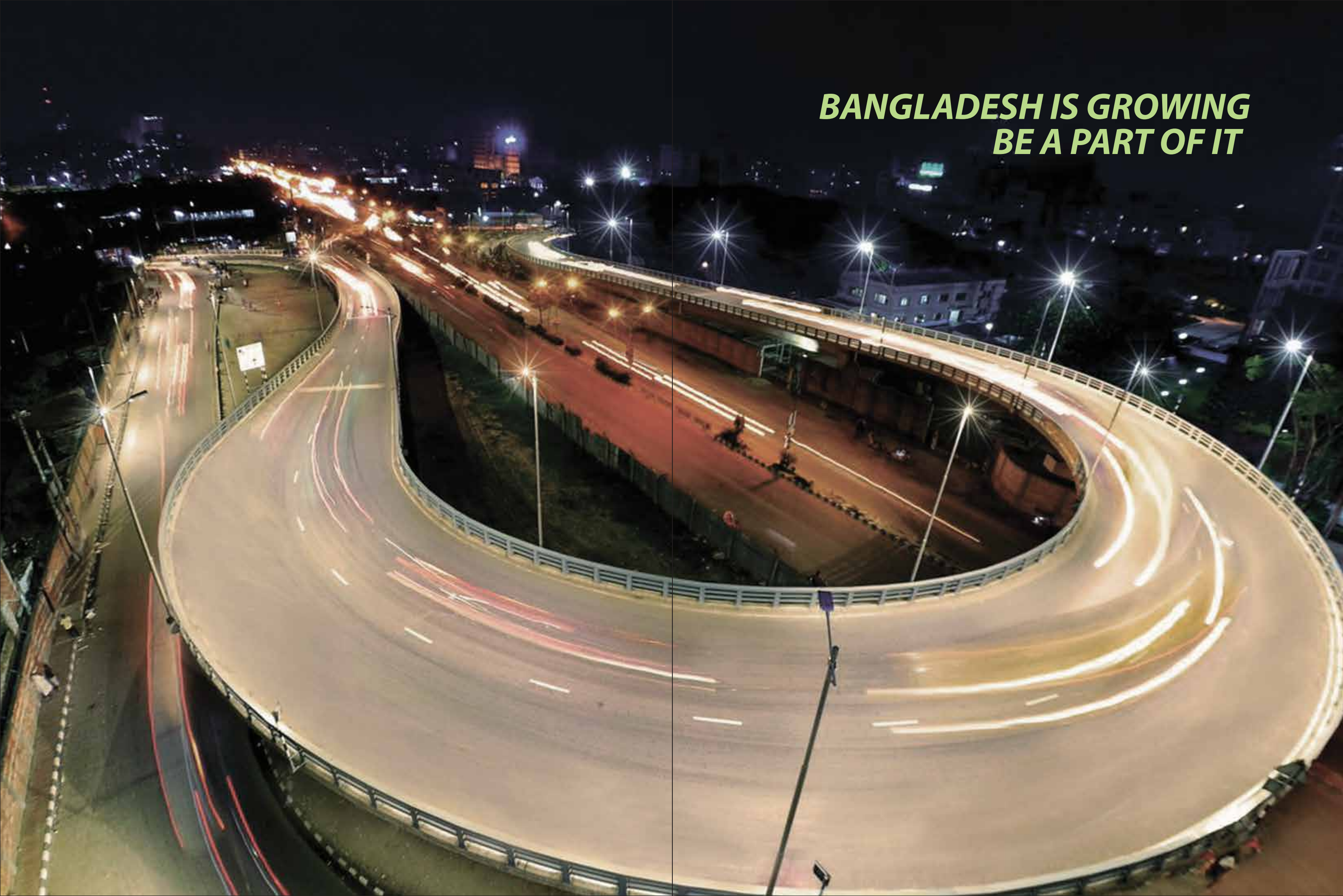


Public Private  
Partnership  
Authority



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**BANGLADESH IS GROWING  
BE A PART OF IT**





## CHAIRMAN'S NOTE



### **Md. Nojibur Rahman**

Principal Secretary to Honorable Prime Minister & Chairman,  
PPP Authority, Prime Minister's Office  
Government of the People's Republic of Bangladesh



Bangladesh is one of the developing countries of the world with a promising outlook. The Government of Bangladesh has prioritized the PPP program as a key initiative for increasing the investment in infrastructure and supporting the realization of Hon'ble Prime Minister Sheikh Hasina's Vision 2021; the vision that sees Bangladesh progress to a middle-income country by the year 2021. However, we must remember that this journey is not easy and the truth is that the journey for PPP is not easy. Facilitating large FDI would take a lot of hard work, dedication, commitment and most importantly positive attitude toward private sector. We cannot make PPP a success unless we appreciate the need and role of private investment for country development. We must work hard and together so that the dream that we have developed around this program is successfully implemented under the prudent guidance of the Honourable Prime Minister Sheikh Hasina.

I would like to thank the PPP Authority for taking a lead role in making this a success. It's a great honor for our country to receive the runner up award in the "Government PPP Promoter of the Year" category in the 2017 PPP Bulletin's Asia-Pacific edition. The continuous effort from the PPP Authority especially from the Chief Executive is remarkable. I would also like to thank my colleagues from the Prime Minister's Office and from across the government, who also provided extensive support for taking it through.

Bangladesh has managed to persistently grow its GDP despite various adversities and also has been trying to harness opportunities to actually finance its infrastructures on the ground. PPPs could therefore become a good opportunity to ramp up the country's financing infrastructure. We can find the right ways to structure PPPs by taking lessons from other countries in the region and elsewhere.

I thank you humbly for your continued support.

A handwritten signature in black ink, appearing to be "Md. Nojibur Rahman". The signature is fluid and cursive, written on a white background.

Md. Nojibur Rahman



**Muhammad Alkama Siddiqui**

Chief Executive Officer  
PPP Authority, Prime Minister's Office  
Government of the People's Republic of Bangladesh



2018-19 witnessed the global recognition of Bangladesh's Public-Private Partnership (PPP) programme. Following the direction of the Hon'ble Prime Minister we have now established an international standard regulatory framework to attract international and domestic investors to Bangladesh's PPP Programme. Leading PPP practitioners and organisations have referred to Bangladesh's PPP programme as the model for replication by other emerging markets. In the newly launched APMG PPP Certification Programme (the only Multilateral Development Bank sponsored PPP professional qualification), Bangladesh has been highlighted as an example for LDC countries; while in the 2018 PPP Bulletin's Asia-Pacific edition Bangladesh was judged to receive the Gold Award in the "Government PPP Promoter of the Year" category.

These international accolades follow on from the programmatic approach to PPP taken in Bangladesh that has further matured in 2018-19. Building on a strong regulatory base with a clear set of policies and guidelines, the PPP Authority has overseen the expansion of the PPP pipeline to 72 (seventy two) projects, with an estimated investment value of \$22.7 billion, at different stages of development and delivery. 16 contracts have been signed to attract investments of around US\$4.9 billion, 17 projects with an estimated value of \$2.3bn in procurement phase, about 11 projects valued at around \$7.7bn at the final stages of feasibility assessment, transaction advisors are being appointed for 17 projects valued at around \$1bn and another 11 projects valued at around 7.7bn awaiting in the pipeline. Bangladesh has now developed one of the largest and most active PPP programmes in emerging markets and we expect this momentum to accelerate with further projects being processed within shorter timescales.

Under our Government to Government (G2G) Partnership policy, we entered into a cooperation arrangement with the Government of Japan, through which we are actively engaging in partnering with leading Japanese investors in the development of 6 PPP projects in road, rail, multi-modal transport hubs and logistics sectors. We further expanded our G2G Partnership horizon and established bilateral arrangements with Singapore, Korea and UAE to develop infrastructure projects in various sectors. We heartily welcome all the interested countries to become a partner of our development.

We have continued to expand our G2G Partnership networks and have entered into a bilateral arrangement with the Government of Singapore, through Enterprise Singapore, UAE and Korea are looking forward creating further partnerships with other countries. We continue to work on further detailing and enhancing our regulatory framework. In February 2018 we updated the Procurement Guidelines for PPP Projects and the Guidelines for Unsolicited Proposals. These were followed in May 2018 by the introduction of the National Priority Project (NPP) Rules, which shall help to accelerate the implementation of projects critical to enhancing the socio-economic development of the country or for mitigating the effects of major adversity faced by the general public on an urgent basis.

To enhance financial capacity for the PPP program, the ground-breaking PPP Financing Partnership initiative was signed with Mizuho Bank Ltd, Japan, thus tallying it up to 15 financial institutions. This initiative has also been supported by the involvement of the multilateral development partners and internationally reputed transaction advisors during the project development and transaction phase. Moreover, in 2017-2018, we had joint programs for technical advisory and assistance with the World Bank and Asian Development Bank.

We have continued delivery of our comprehensive capacity development and awareness creation campaign to the civil servants, lenders, investors, academia and print and electronic media community. We have organized round table discussions to reach out our stakeholders. The development of robust PPP program in Bangladesh has gained wide international recognition including our neighboring countries like Nepal, who have fielded a delegation to study and learn from our PPP experience.

Over the last six years, the PPP landscape in Bangladesh has been transformed. The reforms and initiatives introduced have led to the establishment of one of the largest PPP project pipelines in emerging markets. We expect this momentum to continue and lead to the development of much needed public infrastructure services in Bangladesh.

Thank you for being a part of our growth.



**Muhammad Alkama Siddiqui**

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## GLOSSARY

ADB	Asian Development Bank
APA	Annual Performance Agreement
BIFFL	Bangladesh Infrastructure Finance Fund Limited
BIRDEM	Bangladesh Institute of Research and Rehabilitation in Diabetes, Endocrine and Metabolic Disorders
BoG	Board of Governors
CCEA	Cabinet Committee on Economic Affairs
CEO	Chief Executive Officer
CIDA	Canadian International Development Agency
DFID	Department for International Development
ERD	Economic Relations Division
ESCAP	Economic and Social Commission for Asia and the Pacific
ESSF	Environmental and Social Safeguards Framework
IDB	Islamic Development Bank
IDCOL	Infrastructure Development Company Limited
IIFC	Infrastructure Investment Facilitation Company
IPFF	Investment Promotion and Financing Facility
JICA	Japan International Cooperation Agency
KAFCO	Karnaphuli Fertilizer Company Ltd
MDG	Millennium Development Goals
MoF	Ministry of Finance
MoU	Memorandum of Understanding
PGP	Procurement Guidelines for PPP Projects
PPP	Public Private Partnership
PPPA	Public Private Partnership Authority
PPPTAF	Public Private Partnership Technical Assistance Financing
PRC	Proceed Realization Certificate
PSIDP	Private Sector Infrastructure Development Project
PSIG	Private Sector Infrastructure Guidelines
TAF	Technical Assistance Fund
UN	United Nations
UNECE	United Nations Economic Commission for Europe
VGF	Viability Gap Financing
WB	World Bank



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# CHAPTER 1: OVERVIEW OF PPP IN BANGLADESH

## The Concept of PPP

Public-Private Partnership (PPP) is an innovative collaboration between the public and private sectors, aimed at the delivery of infrastructure and provision of services by the private sector partner which has traditionally been provided by the public sector. This cooperation is based on the assumption that each party accepts the risks that it is best able to manage.

As an example, the risks associated with construction (i.e. cost and time overruns) or the delivery of services (i.e. the delivery of the services on time and at the standard set out in the contract), will be private sector risks as the private sector is in control of their delivery.

Adopting such a methodology means that significant risks are transferred from the public to the private sector and this transfer is one of the reasons that has led projects procured as PPPs to be delivered on time and on budget with the quality of public services delivered being maintained in a much greater proportion of the time than is the case with projects delivered using traditional methods. In this way, the parties complement each other, with the private sector and the public sector taking on responsibility for the delivery of the tasks that they perform best. The division of tasks, responsibilities and risks under PPP enable the delivery of infrastructure assets and public service through the most cost-effective method at the appropriate quality standards.

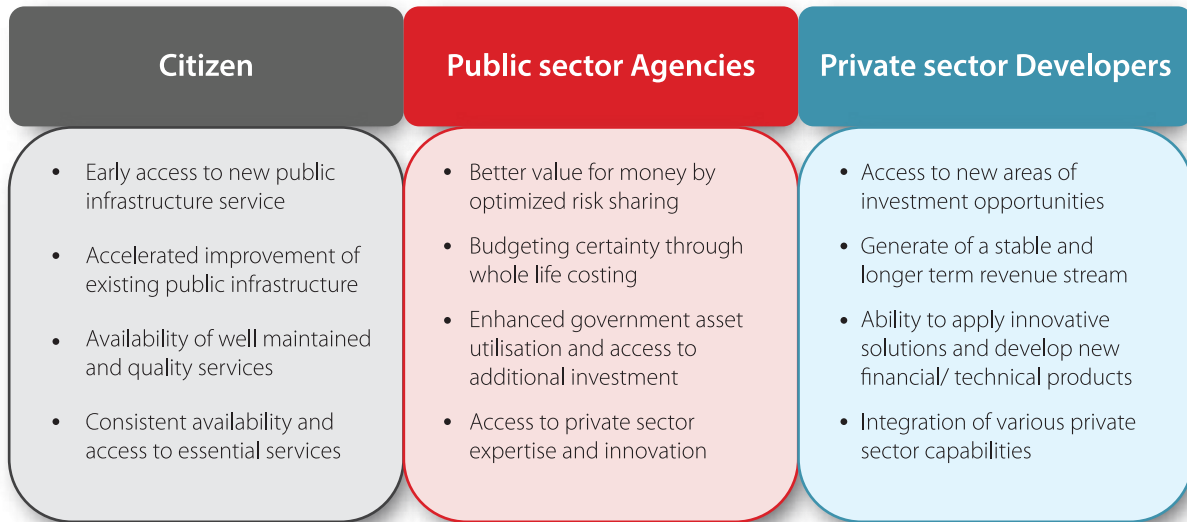
The delivery of PPPs requires a contract between a public sector authority and a private party, in which the private party finances, constructs and/or maintains infrastructure and provides a public service using that infrastructure once it has been completed. It assumes substantial financial, technical and operational risk in the delivery of both the infrastructure and the services and only gets income from such delivery when the infrastructure has been completed and the services delivered to the standard set by the public sector partner in the PPP Contract, either from the public sector partner (availability payment) or users of the service (user charges).

In projects that require new infrastructure, the public partner may provide a capital subsidy to the project to make up the difference between the cost of the project and the present value of the income that can be received from it, so as to make the project financially viable. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or minimum income guarantees for a fixed time period. In all cases, the partnerships include a transfer of significant risks to the private sector, therefore minimizing risk (and therefore, cost), for the public entity. Optimal risk allocation is the main value generator for this model of delivering public service.

## Benefits of PPP

PPPs can deliver a solution that provides services to citizens, enables the government to meet its responsibility of the provision of services while providing sufficient financial returns to the private sector. Hence well-structured PPP projects are widely acknowledged to deliver a ‘win-win-win solution’ that benefits all stakeholders.

The following diagram provides a snapshot of how PPP can typically benefit the key stakeholders who are involved in PPP arrangements:



*Stakeholder benefits under PPP*

## Development of PPP in Bangladesh (1970s – 2000s)

Like many countries, Bangladesh has a long history of working in partnership with the private sector in the delivery of public services. There are examples from the 1970's and 1980's in the health sector partnership between the public and private sector such as BIRDEM and the National Institute of Cancer Research & Hospital. While in the early 1990's KAFCO was established as joint venture multinational project for the production of fertilizer.

In the mid 1990's, the emphasis on working in partnership with the private sector gained further momentum by the adoption of a private sector-based power generation policy. Recognizing the market limitations on the availability of infrastructure finance, a financing entity named IDCOL was established in 1997 as a state owned enterprise under the administrative control of the Economic Relations Division. Understanding there was a need for specialist expertise and support to develop and implement PPP projects, the government established an additional institution, IIFC to assist relevant Ministries, Divisions or Agencies to formulate and screen project proposals and provide technical assistance. To build on this initiative government introduced Private Sector Infrastructure Guidelines in 2004 to widen private sector participation in other areas of infrastructure development.

The initiatives in mid 1990 yielded early success with the execution of 2 power plants, the Megnaghat Power Plant and Haripur Power Plant. Thereafter, there has been some success achieved in the power

sector with the launching of a number of other power plants as well as successful projects in the telecommunication sector, and limited success in the port sector.

Although these initiatives had been successful in financing and implementing a few small-scale infrastructure development projects, the momentum generated in the late 1990s and early 2000s was unable to deliver a pipeline of PPP projects across multiple sectors that were critically needed to meet Bangladesh's significant infrastructure capacity gap.

## **Achieving Vision 2021**

The socio-economic success story of Bangladesh has been widely acknowledged. On the social front Bangladesh has made significant strides in meeting several of the UN Millennium Development Goals such as reducing income disparity ratio, attaining gender parity in education, reduction in infant mortality etc. In addition, Bangladesh has made remarkable progress in reducing the prevalence of underweight children, increasing enrolment at primary schools, lowering the maternal mortality ratio and improving immunization coverage.

On the economic front it is one of the few countries to have demonstrated consistently strong GDP growth rate averaging well over 6% over the last five years despite the general global slowdown. Over the same period per capita income was \$1788 in 2018 and \$1906 in 2019.

The foundation to this path of socio-economic growth, success and prosperity for Bangladesh has been set out in the Vision 2021; the Vision that sees Bangladesh progress to a middle-income country by the year 2021. The strategy for implementing Vision 2021 and the 7<sup>th</sup> Five Year Plan identifies the need to increase investments in infrastructure from 2% to 6% of GDP as one of the key requirements to achievement of the Vision.

Given the size of the proposed increase in investment required, Government budgets alone were insufficient to deliver the infrastructure envisioned in the timescales necessary and it, therefore, identified and prioritized Public Private Partnerships as one of the key initiatives to bridge the gap between the identified investment need and the available Government resources and to accelerate delivery.

## **Re-invigorating the PPP programme in Bangladesh**

With the vision of becoming a Middle-Income Country by the year 2021 and the need to substantially increase the investment in infrastructure projects by unlocking private sector participation, there was a need to re-invigorate the PPP program in Bangladesh.

Previous policies and efforts could not to realize the volume and size of PPP pipeline that was necessary to meet our development targets. In 2009-10 there were only 3 active PPP projects in the pipeline although the targets set out under the 7<sup>th</sup> Five Year Plan was for thousands of crores taka of investment across multiple sectors. In updating the PPP program, the Government carried out a holistic review of PPP processes and the institutional framework that were introduced under the PSIG, in order to identify constraints that were holding back the development of a vibrant and expanding PPP program.

Based on this review and international best practice in leading PPP practicing countries a number of changes for the PPP Program was proposed and implemented through the Policy and Strategy for Public-Private Partnership (PPP), 2010 which was gazetted in August 2010 (PPP Policy 2010).

The key contextual changes were related to focusing on the development of an institutional framework and regulatory environment to promote the implementation of a PPP programme rather than focusing on the implementation of individual projects. Taking a programme based approach would enable government to establish a sustainable platform for PPPs that would be applied across a number of different sectors and attract investment from multiple players. Such an approach would also foster the opportunity for replication and therefore the ability to incorporate lessons learned to lead to projects that are better structured and can be delivered in a more accelerated manner.

## **Key Developments of the PPP Program since 2010**

Much has been achieved in the development and implementation of the revised PPP program since 2010. The scale of work that was required was significant as it essentially involved setting up a completely revised framework for the program and putting in place a complete national transformation and change management program. Fundamental changes were brought in 5 core areas of the PPP program, in order to modernize it and ensure it could deliver the investment targets that had been set out in our development plans. These included institutional changes, regulatory reform, project development focus, capacity development and financial support mechanisms.

## **Institutional Changes**

The PPP Policy 2010, paved the way for the establishment of the PPP Office, which was founded in 2011 by a gazette. The key impetus in the development of the program started from 2012. With the appointment of a Chief Executive Officer to the PPP Office for driving required initiatives to re-invigorate PPP's in Bangladesh; followed by establishing PPP Authority having significant autonomy on administrative and financial matters under the Prime Minister's Office. The PPP Authority in 2015 with acted as the central point for promoting the PPP concept and in supporting Line Ministries and Agencies in developing PPP projects.

A number of other institutions were also created to provide comprehensive support to ensure the success of the PPP programme. The PPP Unit was established in the Finance Division to oversee, support and process request for financing for the PPP program. The Bangladesh Infrastructure Finance Fund Ltd. (BIFFL) was established to provide lending support to PPP project sponsors.

The PPP Authority had also developed a network of focal points at all relevant Line Ministries in order to support the processing of PPP projects and started the process of establishing PPP cells at selected Agencies who were developing multiple PPP projects. A good member of PPP cell has been established in several ministries and agencies.

## Regulatory Changes

Specific guidelines were introduced for the first time for the development and procurement of PPP projects. The guidelines were designed to streamline arrangements for processing and approvals. The Cabinet Committee on Economic Affairs was given the responsibility for providing initial and final approval on PPP projects and the PPP Authority was given the responsibility to ensure that the regulatory framework was being duly followed by the Line Ministries and Agencies in developing their projects.

Policies and guidelines were also developed and gazetted for the application of the Public Private Partnership Technical Assistance Financing and Viability Gap Financing. A number of additional supporting documents were also created and revised including the PPP Screening Manual, PPP Project Proposal Form, PPP Technical Assistance Financing Form, Procurement Guidelines for PPP Projects, Guidelines for Unsolicited Proposals, National Priority Projects (NPP) Rules, the Bangladesh Public Private Partnerships Act, 2015 and Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017.

## Project Development

Fundamental to the success of PPP projects is the need to carry out detailed feasibility studies and market assessment. These have now been incorporated as part of the revised PPP process to ensure that potential viability constraints of projects could be identified at the outset and steps could be taken to overcome it.

To support this process, a structured mechanism was put in place for the appointment of internationally experienced transaction advisors and the development of projects on the basis of key milestones consisting of a combination of inception overview, preliminary findings, draft feasibility outputs and final report. During this period feasibility assessments were either on-going or had been completed on around 26 projects and the process was on-going for the appointment of advisors to conduct feasibility studies on another 17 projects.

## Capacity Development

Development of a clear understanding of PPPs, its delivery structure, the processes and procedures amongst all parties to a PPP arrangement are critical to ensure the successful and timely delivery of projects.

To support this initiative, the PPP Authority has been conducting a capacity development and awareness programme for public sector officials, private sector stakeholders, local and international investors, and financial institutions through seminars, workshops, conferences and marketing events. Over the 2018-19 period altogether including 29 training and capacity building, 41 events have been organized where over 2000 public officials and private sector executives were engaged.

## Financial Support

Through the introduction of the PPP Budget in the 2009/10 budget session, Bangladesh strongly demonstrated its interest and commitment to the development of PPPs. This approach has generated much interest amongst the local and international investor communities in the PPP programme in Bangladesh.

The PPP budget was structured to provide a technical assistance fund to support PPP project development activities, establish a viability gap financing fund for the provision of grant to enhance commercial viability of PPP projects with high socio-economic value and establish BIFFL, a non-bank financial institution to broaden the availability to long term finance in the local market.

The technical assistance fund has been used to pay for transaction advisors to carry out the feasibility studies. Although VGF funds have not been utilized yet, agreement has already been reached for VGF to support the following Road projects:

- Dhaka Elevated Expressway
- Upgrading of Dhaka Bypass to 4 Lane (Madanpur-Debogam-Bhulta-Joydebpur)
- Flyover from Shantinagar to Mawa Road via 4th (New) Bridge over Buriganga River
- Dhaka-Chittagong Access Controlled Highway

The initial period was critical in driving the systemic change management process required for introducing a new approach to delivering infrastructure projects in Bangladesh. It was a critical period where new institutions, frameworks, processes and systems were being developed, international benchmarked and implemented. At the same time parallel activities of project development with supporting capacity development events has enabled a large pipeline of PPP projects to be initiated and processed.

The results of the activities over this period are in line with the strategic objectives of implementing an institutional framework for a programme of PPP projects. A good foundation has been created over the 2010 to 2017 period which has now been taken further forward by the activities carried out over the 2018-19 period as set out in this report.



## CHAPTER 2: CORE VALUES OF THE PPP AUTHORITY

### Vision

- Development of sustainable public service infrastructure.

### Mission

- Creating an enabling environment for government institutions through public private partnerships in the delivery of sustainable public service infrastructure.

### Strategic Objectives

- Facilitating development of sustainable public service infrastructure project under PPP policy.
- Raising the profile of the PPP program and promoting increased flow of private investment in public service delivery.
- Creating a legal and regulatory framework for building confidence among private investors.

### Mandatory Objectives

- Improve service delivery.
- Improve governance.
- Improve financial management.
- Efficient functioning of the Annual Performance Agreement (APA) System.

### Functions

- To initiate, develop, formulate PPP projects.
- To actively promote PPP to various potential investors.
- To conduct pre-feasibility, feasibility studies and prepare relevant bidding documents, when necessary.
- To propose for approval of various laws, rules, regulations, model documents, guidelines, procedures for general use and use for specific types of PPP projects.
- To support Line Ministries and Agencies in tendering and selection of investors.
- To undertake awareness creation activities and build capacities in Line Ministries and Agencies.
- To maintain an up-to-date internet portal with public access to laws, rules, regulations, model documents and short description and scope of negotiated PPP projects and secure access to private participants for tracking progress of processing of specific PPP projects.

# CHAPTER 3: GOVERNING AND MANAGEMENT STRUCTURE OF PPP AUTHORITY

## Governing and Management Structure of PPP Authority

The Policy and Strategy for Public Private Partnership (PPP) 2010 provided the basis for the establishment of the Public-Private Partnership Office (PPP Office) as an autonomous body under the Prime Minister's Office. The PPP Office became operational in January 2012 following the appointment of an international PPP expert as Chief Executive Officer.

After operationalization, PPP Office initiated the formulation of the Public Private Partnership (PPP) Act which was promulgated and gazetted on 16th September 2015. The Act transformed the PPP Office into the PPP Authority as a statutory authority under the Prime Minister's Office and clause 4 & 9 provided the basis for an establishment for the PPP Authority.

## Board of Governors

The PPP Act provides the overall management and administration of the PPP Authority to be governed by a Board of Governors with the following members:

a)	Honorable Prime Minister	Chairperson
b)	Minister, Ministry of Finance	Vice-Chairperson
c)	A Minister nominated by the Prime Minister	Member
d)	The Minister or State Minister of the Ministries concerned with the Project	Member
e)	Principal Secretary to the Prime Minister and Chairman	Member-Secretary

Subsequent to the first meeting of the Board of Governors on 3rd March 2016, the second meeting of the Board of Governors was held on 30th May 2018 with the Honorable Prime Minister Sheikh Hasina as Chairperson. The meeting was attended by:

- Mr. Abul Maal A Muhith, Honorable Minister, Ministry of Finance,
- Mr. Obaidul Quader, Honorable Minister, Ministry of Road Transport and Bridges,
- Mr. Md. Mozibul Hoque, Honorable Minister, Ministry of Railway
- Mr. Md. Emaz Uddin Pramanik, Honorable Minister, Ministry of Textiles & Jute
- Mr. Md. Zunaid Ahmed Palak, Honorable State Minister, Ministry of Information and Communication Technology
- Mr. Muhammad Abdul Mannan, Honorable State Minister, Ministry of Planning
- Mr. Md. Abul Kalam Azad, Principal Coordinator, SDG Affairs, Prime Minister's Office and
- Mr. Md. Nojibur Rahman, Principal Secretary to the Honorable Prime Minister, Prime Minister's Office



Prime Minister Sheikh Hasina Opens the 2nd Board of Governors Meeting

The key issues covered in the meeting included:

- Progress updates of the projects in the PPP pipeline
- Report on activities of Executive Board of PPP Authority
- Carrying out PPP Authority activities through delegation of power as per the PPP Act 2015
- Updates on the implementation of the PPP Organogram
- Issuance of Procurement Guidelines for PPP Projects, 2018 and Guidelines for Unsolicited Proposals, 2018 reducing the time required for implementing PPP project
- Updates on following single stage bidding procedure, since 1st BOG meeting, 10 among the 13 projects went through single stage bidding process
- Issuance of Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017
- Emphasize on implementing CCEA approved PPP projects
- Progress updates of G2G PPP projects, including MOU signing with Japan and Singapore
- Necessary updates to be incorporated in the PPP Act, including G2G PPP provisions and a number of PPP operating procedures
- Approval of Fund Operating Procedure 2018

## Management Team of Public Private Partnership (PPP) Authority

A total of nineteen posts were created in the revenue head for the Public Private Partnership (PPP) Authority on 28 June 2011.

Chief Executive Officer is the head of the Management Team of PPP Authority. There are 4 (four) posts of Director General out of which one post have been filled during the 2018-19 period. There are 4 (four) Director, all of which have been filled during this period. One Administrative Officer and one support staff from the Prime Minister's Office have been working at the office. The remaining nine staff have been discharging their duties through an outsourced appointment.

1.	Chief Executive Officer	1 (one)
2.	Director General (Admin and Finance)	1 (one)
3.	Director General (Programming and Investment Promotion)	1 (one)
4.	Director General (Engineering/Multi Sectoral Expert Support)	1 (one)
5.	Director General (Legal)	1 (one)
6.	Director (Admin)	1 (one)
7.	Director (Finance)	1 (one)
8.	Director (Project Management and Financing)	1 (one)
9.	Director (Investment Promotion)	1 (one)
10.	Office Secretary	1 (one)
11.	Front Desk Officer	1 (one)
12.	Computer Operator	1 (one)
13.	Office Assistant cum Computer Operator	1 (one)
14.	Driver	2 (two)
15.	Office Attendant	1 (one)
16.	Dispatch Rider	1 (one)
17.	Security Guard	1 (one)
18.	Cleaner	1 (one)
Total Post:		19 (nineteen)

As per the power set out under clause 6 and clause 9 of the PPP Act the Board of Governors approved an updated resources framework for the PPP Authority. This included change in designation, pay of contractual and outsourcing employment and addition of some office equipment and transport.

## Roles and Responsibilities of PPP Authority

Responsibility for the delivery of PPP projects rests with the Line Ministries and Agencies that have been mandated this role under the Rules of Business of the Government. Line Ministry and Agency responsibility cover the identification of the project, development of the project, procurement process, selection of the final bidder and the signing of the PPP contract with the private partner.

The PPP Authority's role in relation to the PPP program extends to supporting the Line Ministries and Agencies to identify, develop, procure and finance PPP projects. For interested investors and lenders, the PPP Authority provides a professional, transparent, centralized portal for accessing high quality PPP Projects and is staffed by both private sector professionals and civil service resources, the PPP Authority facilitates project development, and builds capabilities, with the goal to enhancing the quality, attractiveness, and sustainability of PPP projects.

The roles and responsibilities of the PPP Authority as specified in Section 9 of the PPP Act are set out below:

a)	Promulgating, approving, publishing in the Gazettes and issuing PPP related policies, regulations, directions, and guidelines;
b)	Providing decisions on the financial participation and provision of incentives for PPP Projects by Government;
c)	Providing necessary direction to the Contracting Authority;
d)	Resolving any constraints or difficulty in implementation of PPP Projects;
e)	Providing opinion on matters relating to PPP Projects;
f)	Framing technical and best practice requirements, pre-qualification and bid documents;
g)	Development of model PPP Contracts and obtaining vetting;
h)	Giving consent on PPP Project matters;
i)	Establishing the process for selection of Private Partners;
j)	Approving the selected bidder for PPP Projects;
k)	Approving the termination of PPP Contracts where applicable;
l)	Approving model PPP Contracts;
m)	Assisting in PPP Project activities;
n)	Executing and signing PPP Contracts from time to time, for projects assigned to the PPP Authority;
o)	Determining and approving the organogram of the officers and employees;
p)	Approving a separate salary structure for the officers and employees and making payments accordingly;
q)	Fixing the terms of reference and appointment process, appointing and fixing the fees of advisors or specialists or both;
r)	Arranging and approving study tours, training, seminars etc. on PPP matters at home and abroad;

s)	Ensuring implementation of the PPP related rules, regulations and directions;
t)	Reviewing and monitoring the PPP programme;
u)	Supervising and coordinating the progress of PPP Projects;
v)	Managing and monitoring the selection process of the Private Partner;
w)	Forming panels of advisors or specialists or both for PPP Projects and processing the selection of advisors or specialists or both from the said panels in the prescribed manner;
x)	And execution of any PPP related work.

The roles of the PPP Authority are wide ranging; these can be categorized into a number of core functional areas that underpin the bulk of the activities carried out by the Authority. These core functional areas are illustrated in the diagram below and are briefly described in the section that follows.

**“The PPP Authority is committed to supporting public agencies deliver the critical public infrastructure services that are required to enhance the development of Bangladesh and to support and engage with private investors who are keen to participate and work in partnership with government for the successful delivery and implementation of PPP projects.”**

Fig 2: Core Roles of the PPP Authority



## **Screening and Approving Projects & Advisor Appointment**

In a PPP project, the PPP Authority's remit starts with project screening and recommending for CCEA approval. Once a project has been proposed by a government Agency and Ministry, the PPP Authority conducts a project screening due diligence. PPP Authority has in-house expertise to conduct some base line due diligence on the proposed project particularly focusing on commercial viability. PPP Authority has set out the principles and criteria for project screening and has developed a screening manual along with a project screening committee for this purpose. If a proposed project passes through the screening assessment, the PPP Authority recommends that the project may be sent by the Ministry for CCEA approval.

After CCEA approval, the Contracting Authority may approach to PPP Authority for transaction advisory support in which case the PPP Authority can appoint a transaction advisor from its sector specific panel of world class advisors or conducts a new procurement process. Once appointed, the transaction advisor works closely with the Agency and the PPP Authority in developing the project, carrying out the feasibility study and supporting the marketing and procurement process.

## **Policy Development & Implementation**

A key role of the PPP Authority is the development of policies and procedures for guiding Ministries, Agencies and private sector investors during the process of developing and implementing PPP projects. Effective policy development and its enforcement is the key to the establishment of an enabling environment to promote PPPs. The strategic approach taken by the PPP Authority has been the development of a comprehensive legal framework for PPPs, followed by the introduction of procedural guidance to give stakeholders a step by step process for delivering the projects. Supplementary rules, regulations and policies have since been introduced, focused on giving subject matter based guidance on areas where more detailed clarity and guidance were required.

Drafting of the regulatory framework involves a substantive process of development including testing against known international benchmarks, review by PPP experts and practitioners, peer review through an inter-ministerial meeting and legal vetting (as applicable) prior to processing for final approval. This exhaustive development process ensures that documents are checked prior to application.

In order to ensure effective enforcement of PPP regulations it is important to carry out activities that help awareness creation and capacity enhancement. The PPP Authority has the responsibility to review and check that the relevant PPP requirements are being followed by the Agencies and Ministries, as well as ensuring that bidding documents and the proposed provisions in the PPP contracts are in line with market standards, bankable and can attract private sector investors. To facilitate this process the PPP Authority has been developing draft model documentation and templates on a sector specific basis and working closely with Agencies and Ministries.

## **Project Development Support**

PPP Authority supports Contracting Authorities in developing the proposed PPP project by appointing transaction advisors. The PPP Authority through its PPPTAF facility appoints transaction advisors for conducting feasibility studies, carrying out market sounding exercises, preparing tender documentation and supporting the bid evaluation process for approved PPP Projects, after being requested by Contracting Authorities. The PPP Authority has already established a panel of international transaction advisors for the quick mobilization of advisory services for PPP projects. Leading and international reputed advisors including PricewaterhouseCoopers Private Limited, Ernst & Young LLP, KPMG Advisory Services Private Limited, MMM Group Ltd, Feedback Infra (P) Ltd. have been appointed by the PPP Authority to provide project development and transaction advisory services to the project executing agencies. So far the PPP Authority through international competitive bidding has appointed transaction advisors for 39 PPP projects.

The PPP Authority also supports Contracting Authorities by conducting pre-feasibility studies and other due diligence that may be required on projects using in-house expertise of legal and commercial advisors.

A key role of the PPP Authority relates to the monitoring and oversight of project activities and the identification of bottle-necks that may slow the progress of project development. Regular project coordination meetings are held with the Contracting Authorities, the Line Ministries and the transaction advisors to ensure that project development momentum is maintained and potential constraints are duly identified and addressed.

## **Expert Project Facilitation**

PPP Authority not only has a regulatory oversight role, it offers project development support, and provides expert project facilitation services to the Contracting Authorities and Line Ministries. With its in-house PPP expertise, PPP Authority engages closely with the Contracting Authorities and their advisors for various commercial and legal issues to ensure that the project becomes bankable and also government objectives are met.

The PPP Authority has external consultants and advisors to support the development, review and validation of project concepts, commercial fundamentals, legal considerations and finalization of transaction documentation.



MOU Signing Ceremony between PPPA, Bangladesh and KIND, Korea

The PPP Authority has supported Line Ministries and Contracting Authorities by being involved in project steering committee meetings and project progress meetings jointly with Contracting Authorities, Line Ministries, advisors, other government and private sector stakeholders. PPP Authority also assists Contracting Authorities in receiving in-principle approval on projects and final approval on the project from CCEA.

PPP Authority also supports Contracting Authorities in conducting negotiations with the preferred bidder and provides contractual, financial and commercial advice to facilitate a successful negotiation process.

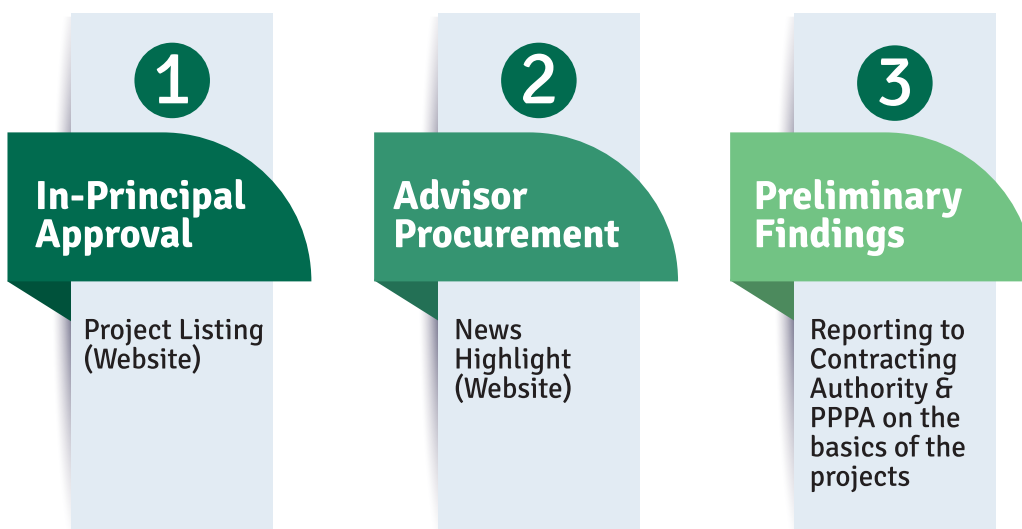
## Promotion and Marketing

As PPP is comparatively a new concept in Bangladesh, effective promotion and marketing campaign is vital to develop broad consensus and support across relevant stakeholders including the Agencies, private sector and financial institutions. The PPP Authority provides significant emphasis on effective promotion and marketing of the PPP concept and practices to various stakeholders in order to generate market interest and attract the best bids for the projects.

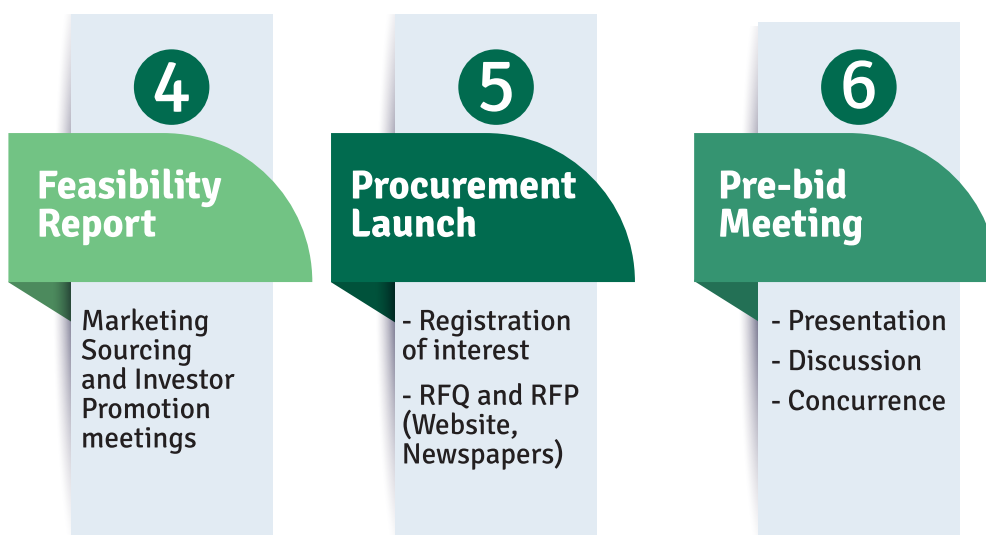
The PPP Authority has developed a structured approach to project marketing, which includes a programme based marketing initiative and a project based approach. Under the program based approach the PPP Authority has organized a number of PPP promotional activities and marketing campaigns for awareness creation and sensitization of target groups. This includes jointly promoting the program nationally and internationally with other investment promotion Agencies of Bangladesh through conferences, workshops and seminars. The PPP Authority also regularly updates details of PPP activities and events in the PPP Authority website for information dissemination and large scale awareness creation, promotion and marketing.

Individual project based marketing follows a number of interventions designed to increase awareness of public knowledge of the project. This includes website listing of the projects which have in-principle approval from CCEA, detailing of project profile on the appointment of advisors, a market sounding like part of the feasibility study process and investor promotion activity prior to procurement being launched. On the commencement of the formal procurement process there is a requirement to publish the tender notices widely, followed by making documents available in on-line data rooms as well as an invitation to attend pre-bid meetings for registered bidders.

## Project Information



## Market Interaction



An illustration of the marketing activities carried out to promote PPP projects

## Stakeholder Engagement

Being a complex arrangement, PPP involves various stakeholders in its inception, formulation and implementation. The success of PPP depends significantly on the engagement and management of its various stakeholders who play a critical role at different stages of PPP implementation. Unless all the stakeholders are involved in the development phase of a PPP project, the project processing will be constrained and implementation will be challenged.

Appreciating the need for stakeholder engagement and discussion for general and project-specific issues, PPP Authority has taken up and successfully conducted, a series of discussions and meetings with government agencies, business chambers, banks and other financial lenders, donor agencies, private investor community.



Stakeholders Consultation on Public Private Partnership Authority

## Development Partners Engagement

Multilateral Agencies and development partners always play a catalytic role to promote PPP in emerging economies. In countries like India and Malaysia, development partners provided significant support during the initial development of the PPP concept through both lending and technical assistance.

In Bangladesh, the World Bank was actively involved in promoting PPP in the country, initially with the PSIDP program where IIFC and IDCOL was created under the Ministry of Finance. Later on PSDSP and IPFF project was adopted for providing technical assistance and on lending support to the PPP project. The ADB provided significant support at the relaunch of the new PPP program through technical assistance grants, while the World Bank IPFF program has continued to support the PPP Authority activities since 2011. The PPP Authority took the initiative for large scale donor agency engagement, especially with the agencies which have PPP experience and interest.

In order to create greater awareness of the developments in PPP and to show broader perspectives & strategy of the PPP Programme. It is engaged with the WB, ADB, IFC, IDB, UNCDF and some other agencies for their increased support and assistance and conducts regular update meetings and discussions with these and other donor and multilateral agencies. As a result, it has received significant commitment in terms of technical assistance for PPP advisory support and lending support.

## Capacity Building

The capacity building being key to institutionalizing application of PPP to the delivery of infrastructure projects in Bangladesh. Over the long term, PPP Authority recognized; the effective capacity development is key to ensuring the sustainability of PPPs. With the aim of institutionalizing the PPP capacity building program in the country, the PPP Authority, has adopted a comprehensive nationwide capacity building program initially with the support from IPFF, and has been supported by Bangladesh Bank in adopting a PPP capacity building plan under the IPFF project.

PPP Authority has championed the establishment of Ministerial focal points as well the creation of PPP Cells at selected executing Agencies that are working on multiple PPP projects. Capacity development of such focal points and cells is vitally important. Capacity development trainings are provided for officials working on PPP project. As well as on study tours and training events under the project development activities are also considered.

During 2018-19, PPP Authority conducted and facilitated around 29 capacity building and sensitization events delivered to more than 814 public and private sector representatives. It also conducted over 100 meetings and focal point sessions with more than 35 Ministries and Agencies.

## Monitoring and Reporting

Monitoring and evaluation during project implementation are one of the most critical supports that the PPP Authority provides. Active monitoring and evaluation are especially done during the condition precedent period following contract award to make sure that both the private partner and government agencies perform their responsibilities in accordance with requirements.

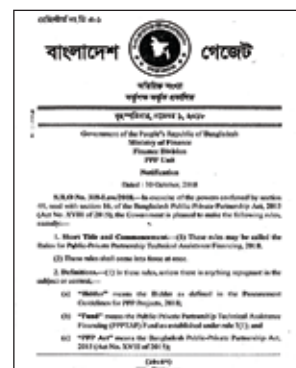
PPP Authority also gets involved significantly with the Independent Panel (the formal independent unit that is responsible for project monitoring and evaluation) to ensure that all the contract provisions are met during construction and operation period.

# CHAPTER 4: PPP PROGRAMME: KEY HIGHLIGHTS OF 2018-19

## Policy Development

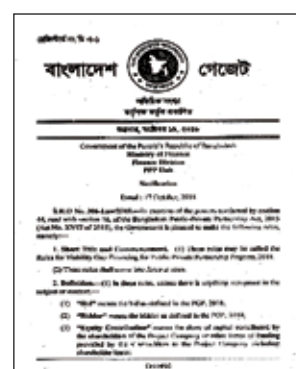
### Rules for Public-Private Partnership Technical Assistance Financing, 2018:

The PPP Technical Assistance Fund is established to provide early stage project development funding support to sanctioned PPP projects. The PPPTAF helps defray the cost of professional consultants and advisors. They assure that the government achieves appropriate risk allocation in PPP projects and pre-develop projects to a standard that attracts maximum interest from investors and lenders. The PPPTAF rules became effective on 30 October 2018.



### Rules for Viability Gap Financing for Public-Private Partnership Projects, 2018:

The Viability Gap Fund, or VGF, will provide supplementary government financing to projects that the PPP Unit deems economically vital to the public interest but that may not be fully financially viable on a commercial basis. VGF can be used to share the up-front cost of a project or provided on an annual basis to effectively subsidize PPP project costs. VGF Rules became effective on 17 October 2018.



## Project Development

PPP Authority has facilitated the line Ministries and Agencies in the development of a substantial pipeline of PPP projects. These PPP projects are at different stages of development and implementation. A summary of the key developments of the projects in the PPP Pipeline is presented below.

**CCEA In-Principle Approval:** In 2018-19 concerned Line Ministries and Line Agencies conceptualized and initiated new PPP projects for development. Projects that received in Principle approval from CCEA during 2018-19 are listed below:

Sl.	Project Name
1.	Info Sarkar Phase 3
2.	Light Rapid Transit System for Narayanganj City
3.	Design, Construction, Operation and Maintenance of MRT Line-2
4.	Development of Integrated Wastewater Management Systems for Gazipur City Corporation
5.	Improvement of Chittagong Cox's Bazar Highway on PPP Basis

**Project Development Stage:** Feasibility studies are carried out for all PPP projects in order to ensure the viability of the project in delivering successfully on PPP basis. The feasibility study considers a wide range of factors including technical, legal, environmental, social, commercial and financial; the timeline for completion also varies depending on nature, size, complexity and interfaces in relation to the project.

Over the 2018-19 period feasibility studies have been carried out for four (4) projects as listed below:

Sl.	Project Name
1.	Development of Tangail Cotton Mills projects through PPP
2.	Development of Market, Residential Apartments and Resort on the Land of "No-view Guesthouse" at Chittagong under BJMC through Public Private Partnership.
3.	Kamalapur Medical College Hospital
4.	Payra Port Coal/Bulk Terminal

**Procurement Stage:** The procurement process for PPP projects are launched and driven by the Contracting Authorities. Concerned Contracting Authorities have been actively working on the procurement of PPP projects during the 2018-19 period. These include the 9 (nine) projects listed below:

Sl.	Project Name
1.	Development of a Textile Mill at Tongi, Gazipur, Bangladesh through PPP
2.	Establishment of International Standard Hotel cum Resort with other Facilities at Existing Parjatan Motel Sylhet Compound of BPC, Sylhet through Public Private Partnership
3.	Development of Tangail Cotton Mills Site through Public-Private Partnership
4.	Development of Market, Residential Apartments and Resort on the Land of "No-View Guesthouse" at Chittagong under BJMC through Public Private Partnership
5.	Establishment of International Standard Tourism Complex at Existing Motel Upal Compound of BPC at Cox's Bazar
6.	Development of a Coal/Bulk Terminal of Payra Port on Public-Private Partnership
7.	Development of International Standard Hotel cum Training Centre at Muzgunni, Khulna

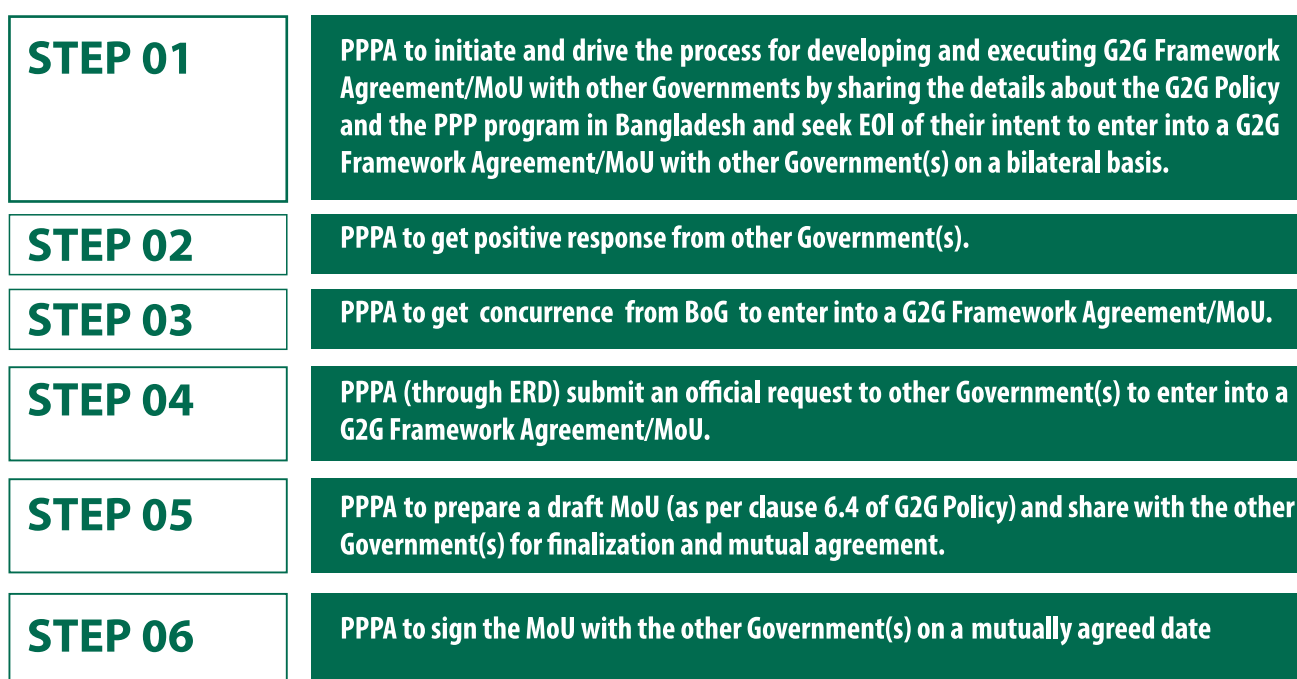
**Contract Award:** in 2018-19, PPP Authority facilitated contract signing of following PPP projects:

Sl.	Project Name
1.	Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Chasara, Narayanganj
2.	Mirpur Integrated Township Development
3.	Dhaka By pass
4.	Payra Port Dredging
5.	Development of Textile Mill at Demra, Dhaka.

## CHAPTER 5: G2G PPP: AN OVERVIEW

### Background

The concept of implementing PPP projects through bilateral collaboration with partner countries was first presented in the 1st meeting of the Board of Governors of PPP Authority (PPPA) on 3 March 2016. It was decided that PPPA will formulate a guideline in this regard. Accordingly, "Policy for Implementing PPP Projects through Government to Government (G2G) Partnership, 2017" was issued which allowed Government of Bangladesh represented by PPPA to enter into MoUs with suitable counterpart organizations of friendly countries.



**Figure: STEPS for Signing Framework Agreement/MoU under G2G Partnership**

### Modality of Engagement: G2G PPP Partnership

The modality of engagement with a given country may vary and is detailed out in the MoU. In general, once an MoU is signed, PPPA invites projects from various ministries and agencies which they would like to implement on PPP basis with companies/entities of a certain country. Once the list of projects is reviewed and projects are shortlisted, they are shared with the partner country through communication or joint meetings called Platform Meetings in which public entities as well as private companies participate. Similarly, the partner country can also propose projects in various sectors and usually in Joint Platform Meetings representatives of relevant government ministries and agencies of Bangladesh discuss their proposals for better understanding. Projects proposed by either side are then reviewed by each side. Government ministries and agencies from Bangladesh side review the projects proposed by the partner country and decide whether they would like to go ahead with implementing the project on a PPP basis with the companies from a given country considering their own

development plan, sector policies, strategies, priorities etc. On the other hand, the partner country explores whether there is adequate interest from qualified companies in its country and takes a decision whether to move ahead with the project. Through such a process, the two countries formulate a list of projects which they then proceed to develop further.

The PPP projects – G2G or otherwise – require detailed feasibility study which includes technical, commercial, legal, environmental and social aspects. Such studies are then completed – the mode of studies vary according to the project and how much previous data/study is available. As a matter of necessity, even the technical and other aspects of the study are carried out jointly or by the company/ counterpart entity of the partner country, the financial modelling and commercial study are to be done separately by both the countries. Once the studies are completed and both the parties have their own commercial assessment of the prospects of the project, the two sides negotiate to arrive at a contract. It is to be noted that a given PPP project is developed in this mode with the company or consortium as nominated by the partner country. However, limited tendering among companies of a given country is not beyond the scope of the engagement – it depends on the preference of the partner country and discussions with Bangladesh.

### **Key aspects for creating G2G PPP framework in Bangladesh**

Bangladesh created the framework of G2G PPP projects to achieve multiple objectives. It was observed in other PPP projects that given the country credit rating, investment climate and project scope and size, companies from a limited number of countries become interested in the projects. It was therefore essential to tap into expertise and resources of a wider range of countries to make the PPP program effective and successful. Companies of good reputation and capability are now showing interest in projects. Another key aspect for creating G2G PPP framework was to facilitate financing of the projects. It is observed that even after successful signing of projects face difficulties in arranging finance (debt from lending institutions) for a multitude of reasons. In the G2G PPP mode, the bilateral development agencies of the partner country can participate in financing of the projects both in forms of equity and/or debt and can also support linked projects (projects which government needs to implement in relation to the project, e.g. access road, utility relocation etc.). Participation of the bilateral development agency in the project is also expected to improve credit rating of the project and increase comfort of the commercial lenders. It is to be noted that despite the projects being taken up through G2G route with the company nominated by the partner country, full analysis of the commercial prospect of the project and thereafter, negotiation to ensure value for money for Bangladesh, is a core element of the process. It is also expected that monitoring, facilitation and trouble-shooting by the Bangladesh side as well as the partner country will provide stronger support to G2G PPP projects and thereby chances of success will increase.

### **Status of G2G Program**

Bangladesh signed the first G2G PPP Memorandum of Cooperation with Japan on 15 June 2017. Presently, the two countries are together on 6 projects in transport sector which are expected to require investment of USD 6.5 Billion. The second MoU was with Singapore signed on 12 March 2018. Currently 3 projects in port and housing sector are being developed with them with an estimated investment of USD 3.5 billion. Bangladesh also signed an MoU with Government of United Arab Emirates. Two joint platform meetings have taken place with UAE and 10 projects have been shortlisted for further discussion towards implementation through G2G. The latest MoU signed was with Republic of Korea on 1 April 2019. The 1st Joint Platform Meeting with Korea was held on 18 April 2019 where Bangladesh side proposed a total of 14 projects in power transmission, railways, real estate development (in land of railways), health (in land of railway hospitals), transport (roads and light-rail transport) and textile. Korean side discussed a total of 10 projects associated with roads, airport, railways power generation, transmission and distribution.

## CHAPTER 6: CAPACITY DEVELOPMENT AND INVESTMENT PROMOTION

With the PPP legal and regulatory framework in place and the processes and guidelines set out, the key to the successful delivery of projects relates to capacity development of the public sector to enhance their understanding of PPPs and creating awareness amongst the private sector to promote their investment.

A wide range of PPP capacity building events, training session and awareness creation campaigns have been conducted by the PPP Authority. Over the 2018-19 period, the PPP Authority has organized a total of 42 training and capacity building sessions, investor seminars and conferences reaching out to around 1015 people locally and internationally.

A summary description of the key events organized during this period is set out below.

**Training:** Over 35 training and awareness sessions were organized with public and private sector stakeholders to provide them with a better understanding of the PPP framework, the institutions, the applicable processes and the key rationale for the development of the program.

The training programme was for officials and professionals from the Ministries of Health, Railways, Environment and Industry together with their associated Agencies and Institutions, Bangladesh Railway, Roads and Highways Department etc.

**Investor Promotion:** Project specific activities have been carried out to promote six PPP projects, covering the health, hospitality, housing, road transport and shipping sectors. These events included pre-application and pre-bid meetings and were targeted towards providing interested investors an opportunity to understand further details about the project, PPP structure, the scope and the process applicable for bidding.



Workshop on Public Private Partnership (PPP) in Bangladesh at the Ministry of Planning

## **CHAPTER 7:**

# **PPP PROJECTS IN BANGLADESH**

### **PPP Project Information**

The PPP Authority is facilitating Line Ministries and Contracting Authorities to develop and implement PPP projects. The number of projects in the PPP pipeline has rapidly grown from only a few projects in 2012 to 72 projects by the end of 2018-19. The projects with an estimated value of US\$22.7bn are spread across a number of sectors, with over US\$4.9bn of PPP contracts already awarded through 16 projects, 17 projects with an estimated value of \$2.3bn in procurement phase, about 11 projects valued at around \$7.7bn at the final stages of feasibility assessment, transaction advisors are being appointed for 17 projects valued at around \$1bn and another 11 projects valued at around 7.7bn awaiting in the pipeline.

Some of the projects in the PPP Pipeline are summarized below:

## 01(A) Hemodialysis Centre at National Institute of Kidney Diseases and Urology (Nikdu).



<b>Sector</b>	Health
<b>Implementing Agency</b>	DGHS (Directorate General of Health Services)
<b>Line Ministry</b>	Ministry of Health and Family Welfare

### Objectives

To increase public access to dialysis and improve the quality of dialysis services on an affordable basis by upgrading and refreshing the facilities and treatment offered for dialysis.

### Project Scope

Establishment of a 70 station Dialysis Centre within a space of approximately 5000 sq feet that will be provided within the existing institutions. It is expected that the private operator will procure, install, operate and maintain the facilities and the equipment.

### Private Partner

Sandor Dialysis Services Bangladesh Pvt. Ltd.

### Project Status

Operational stage

## 01(B) Hemodialysis Centre at Chattogram Medical College Hospital (CMCH).



<b>Sector</b>	Health
<b>Implementing Authority</b>	DGHS (Directorate General of Health Services), CMCH
<b>Line Ministry</b>	Ministry of Health and Family Welfare

### Objectives

To increase public access to dialysis and improve the quality of dialysis services on an affordable basis by upgrading and refreshing the existing facilities and treatment.

### Project Scope

Establishment of a 40 station Dialysis Centre that will be provided within the existing or adjacent facilities. It is expected that the private operator will procure, install, operate and maintain the facilities and the equipment.

### Private Partner

Sandor Dialysis Services Bangladesh Pvt. Ltd.

### Project Status

Operational stage

## 02 Construction of Dhaka Elevated Expressway.



**Sector** Transport  
**Implementing Agency** Bangladesh Bridge Authority  
**Line Ministry** Ministry of Road Transport and Bridges

### Objectives

To increase traffic capacity within and around the city by improving connectivity between the Northern part of Dhaka city with the central, south and south-eastern part. In addition to providing a much-needed increase in traffic capacity, the expressway will be designed to relieve existing overloaded roads. Access and distribution to the expressway will be designed to avoid adding congestion to existing facilities.

### Project Scope

Design, construction, operation and maintenance of the approximately 23 km elevated expressway including the construction of culverts, toll plazas, underpass and overpass, lay byes, wayside amenities; installation of computerized toll collection system, providing adequate lights and development of service areas with all required facilities.

### Private Partner

Italian-Thai Development. (International)

### Project Status

Construction stage

## 03 Construction of High-Rise Residential Apartment Buildings for Middle-Income Group of People at Jhilmil Residential Project through PPP.



**Sector** Civil Accommodation  
**Implementing Agency** Rajdhani Unnayan Kartripakkha (RAJUK)  
**Line Ministry** Ministry of Housing and Public Works

### Objectives

To reduce population pressure in capital city, to improve civil facilities and to reduce growing traffic congestion. About 13,832 apartments (9120 flats having 1,400 square feet, 2,688 apartments of 1,600 sq ft and 2,112 apartments of 2,200 sq ft.) will be built under the project, which will also include mosque, gymnasium, community centers and other civic.

### Project Scope

Design, build, maintenance of 85 high-rise buildings on about 160 acres of land. Of them, 60 buildings will be 20-storied and rest 25-storied.

### Private Partner

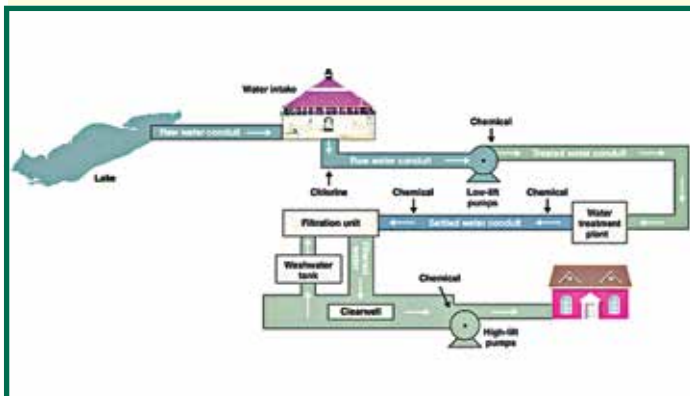
BNG Global Holdings SDN BHD (International)

### Project Status

Construction stage

## 04 Development of Water Distribution and Supply Facilities at Purbachal New Town through PPP.

## 05 Obshor: Senior Citizen Health Care and Hospitality Complex at Sreemangal, Sylhet Division.



**Sector** Housing  
**Implementing Agency** Rajdhani Unnayan Karttripakkha (RAJUK)  
**Line Ministry** Ministry of Housing and Public Works

**Sector** Social Health and Welfare Service  
**Implementing Agency** Department of Social Services (DSS)  
**Line Ministry** Ministry of Social Welfare

### Objectives

To provide a quality water supply system to purbachal new town Project through the private sector initiative. The Gabtoli-Savar-Nabinagar is a part of the strategically important National Highway N-5 which connects 28 districts of northern and north-western part of the country with Dhaka City. The objective of the project is to provide a congestion free gateway to Dhaka city along the existing national highway-5 (N-5), to ensure better connectivity with Northwest and Southwest part of Bangladesh, to achieve economic growth target by providing a safe, reliable and access controlled highway and to improve quality of life of the people using the corridor.

### Objectives

To provide the specialized care facilities for the elderly with the provision of health care services to address chronic illness and long-term conditions of the senior citizens of Bangladesh.

### Project Scope

Development, operations, maintenance and transfer of water supply system.

### Project Scope

Design, construction, operation and maintenance of a long-term health care complex for senior citizens on a PPP basis. The project will include a long-term care facility, a secondary care facility dedicated to the general and geriatric care, ancillary services such as nursing at home, workshops and training for the elderly, alzheimer's care, ambulance services and other services.

### Private Partner

United Water (China) and Delcot Water Limited, Bangladesh

### Private Partner

Universal Medical College and Hospital Limited

### Project Status

Contract signed

### Project Status

Contract signed

## 06 Construction of Satellite Township with Multi-Storied Flat Building at Section 9, Mirpur, Dhaka.

## 07 Development of Textile Mill at Demra, Dhaka (Ahmed Bawany Textile Mills Ltd).



**Sector** Housing  
**Implementing Agency** National Housing Authority  
**Line Ministry** Ministry of Housing and Public Works

**Sector** Textile  
**Implementing Agency** Bangladesh Textile Mills Corporation (BTMC)  
**Line Ministry** Ministry of Textile and Jute

### Objectives

To increase the availability of affordable housing in a planned and structured manner and reduce the acute housing problems for middle income families. To investigate the use of modern technologies and materials so as to reduce the cost and time for development and construction.

### Objectives

To established a composite Green Textile with appeal and backward linkage with joint venture and PPP. To facilitate greater industrialization and generate massive employment.

### Project Scope

Design, construction, operate and maintenance of around 11 multi-storeyed buildings providing residential accommodation and ancillary facilities (including internal roads, footpath, utility facilities, landscaping etc.).

### Project Scope

Design and construction of the Textile Mill operation and maintenance of the developed facilities for a specific period.

### Private Partner

Tropical Homes Ltd.

### Private Partner

Consortium of Tanjina Fashion

### Project Status

Contract signed

### Project Status

Contract signed

## 08 Development of Textile Mill at Tongi, Gazipur (Quaderia Textile Mills Ltd).



**Sector** Textile  
**Implementing Authority** BTMC  
**Line Ministry** Ministry of Textile and Jute

### Objectives

To establish a composite Green Textile with appeal and backward linkage with joint venture and PPP. To facilitate greater industrialization and generate massive employment.

### Project Scope

Design and construction of the Textile Mill operation and maintenance of the developed facilities for a specific period.

### Private Partner

Consortium of Orion

### Project Status

Contract signed

## 09 Upgrading of Joydebpur-Debagram -Bhulta-Madanpur (Dhaka By-Pass) Road (N-105) into 4 lanes through PPP.



**Sector** Transport  
**Implementing Authority** Roads and Highways Department  
**Line Ministry** Road Transport and Highways Division

### Objectives

To provide an alternate route for road users with a high level of travel time reliability and reduced vehicle operating costs in national highway N-105. The upgrading of the road will also enhance the connectivity of the road network to meet forecast economic and traffic growth targets.

### Project Scope

Design, construct, operate, finance and maintain the extension of a 2-lane highway into a 4-lane access-controlled highway incorporating a service road for local traffic, embankment and bridge structures.

### Private Partner

Sichuan Road and Bridge Group Consortium

### Project Status

Contract signed

# 10

## Capital and Maintenance Dredging Works of the Inner and Outer Channel, Turning Basins, Anchorage & Berthing Area including Reclamation Works for Payra Port.



<b>Sector</b>	Shipping
<b>Implementing Agency</b>	Payra Port Authority
<b>Line Ministry</b>	Ministry of Shipping

### Objectives

To develop (design and dredge) for a certain period maintain navigational access to Payra Port. To assess the rate of siltation for all dredged areas through field measurements and state-of- the art modelling. To develop a maintenance strategy for all dredged areas including disposal and shall execute that strategy in accordance.

### Project Scope

Payra Sea Port has almost 75 Km long inner channel and in general has also enough water depth for berthing the deep draught vessels but the long outer channel is too shallow for port operation and a designed channel needs to be dredged and maintained to a certain depth that is safe for navigation. As such, capital and maintenance dredging are important components for developing the Payra Sea Port.

### Private Partner

JAN DE NUL (JDN), Belgium

### Project Status

Contract signed and CP ongoing

# 11

## Development of Shopping Complex -Cum -Guest House at Bangladesh Railway Land near Chattogram Railway Station, Chattogram.



<b>Sector</b>	Property Development
<b>Implementing Agency</b>	Bangladesh Railway
<b>Line Ministry</b>	Ministry of Railway

### Objectives

To render standard accommodation and shopping facilities to the general people of Chattogram as well as BR's employees. Increase revenue earning potential of Bangladesh Railway and ensure more efficient utilization of Bangladesh Railway assets.

### Project Scope

Development of shopping complex-cum-guest house facilities within the station area will enhance the user experience of rail passengers by providing an integrated and enhanced range of railway station facilities and services. Integration of standard shopping and accommodation facilities as part of overall station complex will also ensure existing station assets (i.e. car parking, common spaces, restrooms etc.) are utilized more efficiently.

### Private Partner

Epic Group

### Project Status

Award stage - contract to be signed

# 12

## Development of Integrated Tourism and Entertainment Village at Parjatan Holiday Complex, Bangladesh Parjatan Corporation, Cox's Bazar under PPP.



**Sector** Hospitality and Tourism  
**Implementing Agency** Bangladesh Parjatan Corporation (BPC)  
**Line Ministry** Ministry of Civil Aviation and Tourism

### Objectives

To promote tourism in Bangladesh and ensuring more efficient utilization of BPC land. To enhance the tourism potential of Cox's Bazar by developing an Integrated Tourism Entertainment Village at Parjatan Holiday Complex at BPC, Cox's Bazar under PPP.

### Project Scope

Design and Construction of the proposed Integrated Tourism and Entertainment Village. Operation & Maintenance of the developed facilities for a specific period.

### Private Partner

Orion Consortium

### Project Status

Award stage - contract to be signed

# 13

## Construction of Multistoried Commercial Cum Residential Apartment Complex with Modern Amenities at Nasirabad, Chattogram under Public Private Partnership (PPP).



**Sector** Civil Accommodation  
**Implementing Agency** National Housing Authority  
**Line Ministry** Ministry of Housing and Public Works

### Objectives

To minimize the acute housing problems with maximum accommodation on small land in a way, for providing urban facilities & develop planned growth and human settlement with modern facilities, providing ownership of a residential flat to middle-income group within affordable limit, to introduce modern technologies and materials in the construction industry and reducing drastically the construction period by introducing modern technics.

### Project Scope

The project consists of 03 (three) zones:

**Zone 01:** There is one 10 (ten) storied office building for NHA Chattogram, four numbers of different sized residential building and a mosque for NHA officials.

**Zone 02:** Many 2850 sft apartments & various facilities like community hall room, library, games room, children's area, gym, spa, swimming pool, day care, clinic, senior citizen care etc. are proposed in 30 (thirty) storied building.

**Zone 03:** A ten storied commercial complex consisting of commercial space including car parking, shopping mall, convention centre, food court, movie theatre, international standard gym and spa, auditorium, bank, hotel, financial institution, training centre, and buying house etc.

### Project Status

Procurement stage - Evaluation completed

# 14 Development of a Coal Terminal of Payra Port on PPP.

# 15 Improvement of the Hatirjhil-Rampura -Bonosree Ideal School & College -Sheikherjaiga-Amulia-Demra Highway into 4 Lanes through PPP.



**Sector** Shipping  
**Implementing Agency** Payra Port Authority  
**Line Ministry** Ministry of Shipping

**Sector** Transport  
**Implementing Authority** Roads and Highways Department  
**Line Ministry** Road Transport and Highways Division

## Objectives

To provide a major gateway for the country's trade with the outside world, to improve the quality of services and develop adequate facilities and decrease the pressure on the existing ports, to enhance competitiveness of the country's exports as prices of imported and exported commodities decrease as a result of shorter shipping time and lower shipping costs. Also, exporters would incur lower financial costs for their shipments due to the shorter processing and shipping time for their cargo.

## Objectives

To improve Chattogram Road - Demra - Amulia - Shekherjaiga - Hatirjheel (Rampura Bridge) into 4-lane access controlled road is to create an alternate and congestion free new gateway of the Dhaka city, to provide better connectivity of Dhaka with Narayanganj, Chattogram, Sylhet and other eastern and south eastern districts of Bangladesh and to enhance the quality of life of the road users using the corridor.

## Project Scope

Construction of 2000 meter long jetty terminal including port facilities, Construction of backup facilities, Capital dredging to improve the channel navigability, River training works to maintain channel for smooth navigation, Improvement for road way communication to and from Dhaka and Khulna.

## Project Scope

Design, construct, operate and maintain the extension of a 2-lane road into a 4-lane access control tolled expressway.

## Project Status

Procurement stage - legal vetting ongoing.

## Project Status

Procurement stage - RFP evaluation ongoing

# 16

## Construction of Laldia Bulk Terminal.

# 17

## Development of International Standard Hotel Cum Training Centre at Muzgunni, Khulna.



**Sector** Transport  
**Implementing Agency** Chattogram Port Authority (CPA)  
**Line Ministry** Ministry of Shipping

**Sector** Tourism  
**Implementing Agency** Bangladesh Parjatan Corporation (BPC)  
**Line Ministry** Ministry of Civil Aviation and Tourism

### Objectives

To set up a dedicated terminal with specialist equipment to handle bulk cargo, enhancing capacity at Chattogram port to deal with additional cargo volumes and meet future demand and enhancing operational performance at Chattogram Port and reducing ship waiting time. There has been a significant and sustained increasing cargo handling at the port with current growth averaging at more than 10% annually.

### Objectives

To promote tourism in Bangladesh and to ensure more efficient utilization of BPC land. To render international standard hotel-cum training facilities for business travellers and visitors in Khulna.

### Project Scope

The design, construction, operation and maintenance of Laldia Bulk Cargo Terminal on the basis of a PPP structure.

### Project Scope

Design and Construction of the proposed International Standard Hotel cum Training Centre. Operation and maintenance of the developed facilities for a specific period.

### Project Status

Procurement stage - RFP issued

### Project Status

Procurement stage - IFB to be issued.

## 18 Establishment of Intl. Standard Tourism Complex at Existing Motel Upal Compound of BPC at Cox's Bazar.



<b>Sector</b>	Tourism
<b>Implementing Agency</b>	Bangladesh Parjatan Corporation (BPC)
<b>Line Ministry</b>	Ministry of Civil Aviation and Tourism

### Objectives

To build an international standard commercial space, where hotel facility, shopping mall, Cineplex, and food-everything will be under one roof. To ensure more efficient utilization of BPC assets and increase the revenue earning potential of BPC.

### Project Scope

Design and Construction of the proposed International Standard Tourism Complex. Operation and maintenance of the developed facilities for a specific period.

### Project Status

Procurement stage.

## 19 Construction of Flyover from Shantinagar to Dhaka Mawa Road (Jhilmil) through Public Private Partnership.



<b>Sector</b>	Transport
<b>Implementing Authority</b>	Rajdhani Unnayan Karttripakkha (RAJUK)
<b>Line Ministry</b>	Ministry of Housing and Public Works

### Objectives

To divert traffic from Mawa road to Dhaka city people who will be traveling from the southern part of the country using Padma Bridge now can easily enter the city centre without congestion, to reduce the travel time and cost and facilitate north south traffic movement of Dhaka city. People traveling in the old part of the city will be benefited from this project for facilitating the traffic movement for the inhabitants of Jhilmil project of RAJUK.

### Project Scope

Design, construct, operate and maintain the flyover incorporating land acquisition.

### Project Status

Procurement stage - RFP to be issued.

## 20 Build and Construct Khulna Khan Jahan Ali Airport and Special Tourism Zone (STZ) in Khulna under PPP Mode.



<b>Sector</b>	Tourism
<b>Implementing Agency</b>	Civil Aviation Authority of Bangladesh
<b>Line Ministry</b>	Ministry of Civil Aviation and Tourism

### Objectives

To establish an efficient Airport for strengthening the existing transportation infrastructure which will encourage continued economic development consistent with local and regional growth plan.

### Project Scope

Design and Construction of the proposed Airport. Operation and Maintenance of the developed facilities for a specific period.

### Project Status

Project development stage

## 21 Development of Shopping Complex-Cum-Guest House on PPP Basis at Bangladesh Railway Land in Khulna.



<b>Sector</b>	Property Development
<b>Implementing Agency</b>	Bangladesh Railway
<b>Line Ministry</b>	Ministry of Railway

### Objectives

To render standard accommodation and shopping facilities to the general people of Khulna as well as BR's employees, for increasing revenue earning potential of Bangladesh Railway and to ensure more efficient utilization of Bangladesh Railway assets.

### Project Scope

Construction of commercial shopping complex-cum-guest house facilities. Construction of residential building for the employees of Bangladesh Railway (BR).

### Project Status

Project development stage

# 22

## Establishment of a 50-Seats Medical College and Nursing Institute and Up-Gradation and Modernization of Existing Railway Hospital into 250 Beds at Kamalapur in Dhaka.



<b>Sector</b>	Health
<b>Implementing Agency</b>	Bangladesh Railway
<b>Line Ministry</b>	Ministry of Railway

### Objectives

To provide medical services to common people as well as Bangladesh Railway's employees. Increase revenue earning potential of Bangladesh Railway and to ensure more efficient utilization of Bangladesh Railway assets.

### Project Scope

Re-development of existing hospital facilities and development of a new medical college and nursing institute on existing land of BR beside Kamalapur Rail Station. The project would enable Bangladesh Railway to enter into a partnership with a private sector partner who would be involved in upgrading an enhancing the health service facilities, while delivering better quality health services at affordable rates to BR employees, while earning commercial return from offering services to the general people.

### Project Status

Project development stage

# 23

## Upgrading of Gabtoli-Savar-Nabinagar into 4-Lane Expressway on PPP Basis.



<b>Sector</b>	Transport
<b>Implementing Agency</b>	Roads and Highways Department
<b>Line Ministry</b>	Road Transport and Highways Division

### Objectives

To upgrade the existing 2-lane Gabtoli-Savar-Nabinagar road into a 4-lane highway to reduce travel time, alleviate congestion, meet the demand of existing traffic and reduce the road accident.

### Project Scope

Design, construct, operate and maintain the extension of a 2-lane highway into a 4-lane highway incorporating a footpath on either side of the road, embankment and bridge structures.

### Project Status

Project development stage

## 24 Info-Sarker- Phase-3.



<b>Sector</b>	ICT
<b>Implementing Agency</b>	Bangladesh Computer Council
<b>Line Ministry</b>	Information and Communication Technology Division

### Objectives

To ensure better internet connectivity with rural areas of Bangladesh for improving the quality of life of the people using the service. Considering the urgency of the need, Bangladesh Computer Council (BCC) as the initiating and executing agency has proposed the project to be under taken as national priority project (NPP) as per the section 15 of the PPP law. NPP allows for a fast track project implementation process following the NPP rules 2018 as necessitated to accelerate the socio-economic development of the country or for mitigating the effects of any major adversity faced by the general public on an urgent basis.

### Project Scope

The Government currently owns around 19500 km of optical fibre cable network between Upazilla to Union level under this project apart from development of new network infrastructure the private sector will also be responsible for maintenance and operation of existing network which is very critical part of this project.

### Project Status

Project development stage

## 25 Improvement of Chattogram -Cox's Bazar Highway on PPP Basis.



<b>Sector</b>	Transport
<b>Implementing Agency</b>	Roads and Highways Department
<b>Line Ministry</b>	Road Transport and Highways Division

### Objectives

To ensure better connectivity with South East part of Bangladesh, to achieve economic growth targets by providing a safe, reliable and access-controlled highway for improving the quality of life of the people using this corridor and to provide better comfort to the tourists and improvement of the tourism industry in the region.

### Project Scope

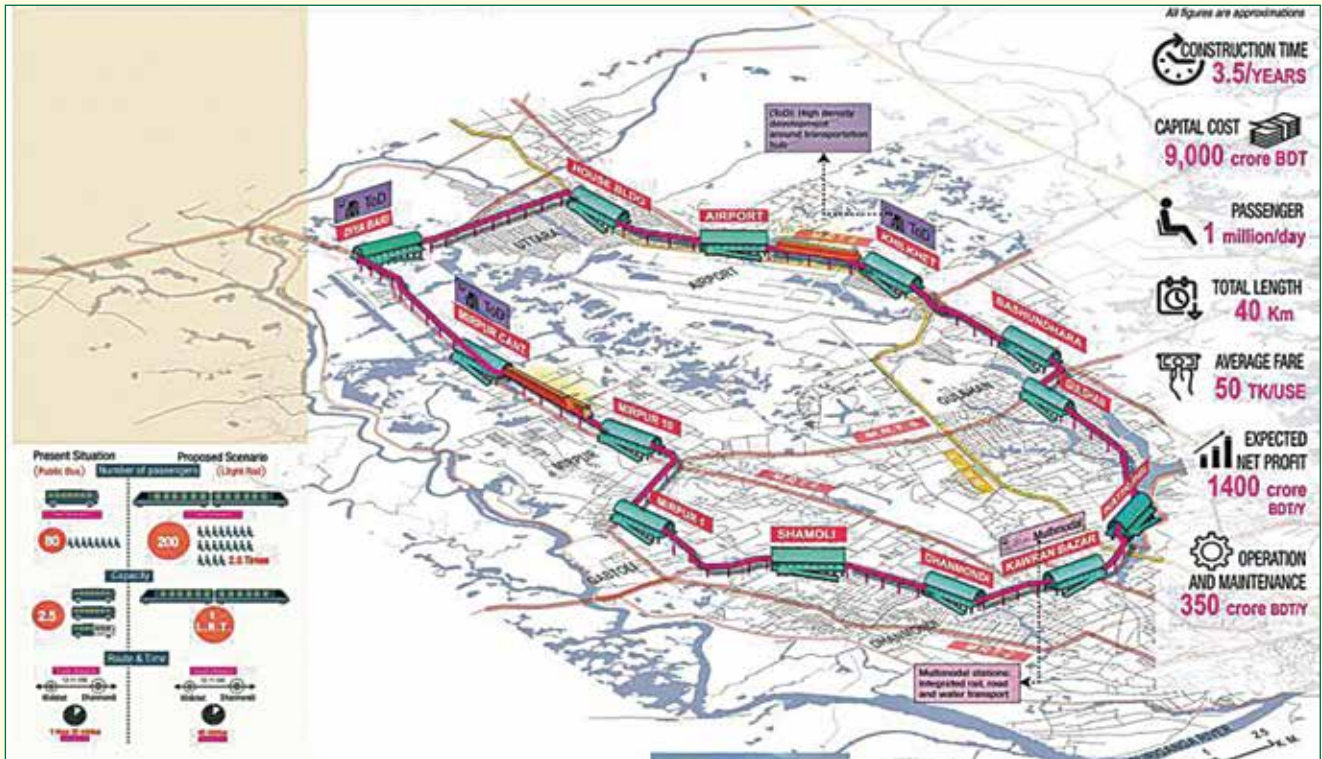
Design, finance & build the 136 km project road (that is a part of Dhaka- Ctg- Teknaf road starts from 1.4 km south end of Shah Amanat Bridge and ends at Cox's Bazar. It will be improved into a 4-lane road along with two service lanes on both sides of the improved 4 lane highway.

### Project Status

Project development stage

# 26

## Construction of Circular Railway Line around Dhaka City.



<b>Sector</b>	Railway
<b>Implementing Agency</b>	Bangladesh Railway
<b>Line Ministry</b>	Ministry of Railways

### Objectives

To facilitate/ensure communication of daily Dhaka bound population of the peripheral district to eg. Gazipur, Manikganj, Munshiganj, Narayanganj, Narshingdi and Tangail to Dhaka mega city. To keep traffic congestion of Dhaka urban megacity in control and ensuring urbanization of newly developing areas like Gazipur, Savar, Babu Bazar, Shyampur, Jhilmil, Narayanganj, Demra and Purbachal. Also ensuring social equity and economic development of Dhaka and its nearest area.

### Project Status

Project development stage

### Project Scope

The proposed project is basically laid along the planned Dhaka Circular Road. Starting from Dhour, the circular rail goes west along the outer side of the planned Dhaka circular road ( existing N501 Highway ), then goes south along the planned Dhaka Ashulia Elevated Express way ramp after crossing the circular road, after passing Birulia, it will arrive at Gabtoli. In Gabtoli Area, the circular rail divides from the circular road, goes directly through residential areas and crosses N5 Highway, then through Sanker and Nawab gonj arrives at Babubazar. The starting and ending points of the project are closed to form a loop with a total length of 81km and 24 stations.

# LIST OF PPP PROJECTS (BASED ON STAGES)

Updated on: 08 February 2020

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)	Remarks
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## Operational Stage (1 Project)

01	Health	Hemodialysis Centre at Chittagong Medical College Hospital and National Institute of Kidney Diseases and Urology.	DGHS (CMCH)	3	Private Partner: Sandor Dialysis Services Bangladesh Pvt. Ltd. (International)
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## Construction Stage (6 Projects)

02	Transport	Dhaka-Elevated Expressway.	Bangladesh Bridge Authority	1,243	Private Partner: Italian-Thai Development Company Ltd (International)
03	IT	Bangabandhu Hi-Tech City (Block 2&5)	Bangladesh Hi-tech Park Authority	210	Private Partner: Summit Technopolis (Local)
04	IT	Bangabandhu Hi-Tech City (Block 3)	Bangladesh Hi-tech Park Authority	25	Private Partner: Bangladesh Technosity Limited (Local)
05	Civil Accommodation	Construction of High-rise Residential Apartment Building for at Jhilmil Residential Project Dhaka.	Rajdhani Unnayan Kartripakkha (RAJUK)	1,174	Private Partner: BNG Global Holdings SDN BHD (International)
06	Shipping	2 Jetties at Mongla Port through PPP.	Mongla Port Authority	53	Private Partner: Powerpac Ports Limited (Local)
07	Transport	Upgrading of Dhaka Bypass to 4 Lane (Madanpur-Debogam-Bhulta-Joydebpur).	Roads and Highways Department	350	EPC Contract signed 15/4/2019 Private Partner: Sichuan Road and Bridge Group Consortium (International) *CP Stage ongoing.

## Contract Signed (9 Projects)

08	Health	Oboshor: Senior Citizen Health Care and Hospitality Complex at Sreemangal, Sylhet Division.	Department of Social Services	10	Private Partner: Universal Medical College and Hospital Limited (Local) *CP Stage ongoing.
09	Civil Accommodation	Construction of Satellite Township with Multi-storied Flat Building at Section 9, Mirpur, Dhaka.	National Housing Authority	44	Private Partner: Tropical Homes Ltd. (Local) *CP Stage ongoing.
10	Social Infrastructure	Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Chasara, Narayanganj, PPP Basis.	Department of Labor (DoL)	35	Private Partner: AFC Health Ltd. (Local) *CP Stage ongoing.
11	Shipping	Payra Port Dredging	Payra Port Authority	950	Private Partner: Jan De Nul Group (International) *CP Stage ongoing.
12	Industry	Development of Textile Mill at Demra, Dhaka.	BTMC	40	Private Partner: Tanjina Fashion *CP Stage ongoing.
13	Industry	Development of Textile Mill at Tongi, Gazipur.	BTMC	50	Private Partner: Orion Textiles Consortium *CP Stage ongoing.
14	Urban	Development of Water Distribution and Supply Facilities at Purbachal New Town through PPP	Rajdhani Unnayan Kartripakkha (RAJUK)	80	Private Partner: Delcot Bangladesh (Local) *LOA issued *Contract signing after formation of SPV
15	Zone	Economic Zone 4: Mongla.	BEZA	12	Private Partner: Powerpac Economic Zone Private Limited (Local) *Stalled Project.
16	Zone	Economic Zone 2: Mirsarai.	BEZA	735	Private Partner: Powerpac-East West- Gasmin Consortium (Local) *Stalled Project.

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)	Remarks
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### Approval and Award Stage (2 Projects)

17	Urban	Development of Shopping Mall with Hotel-cum-Guest House at Bangladesh Railway Land near Chittagong Railway Station, Chittagong	Bangladesh Railway	6	Private Partner: Epic Group (Local) *LOA Issued
18	Tourism	Development of Integrated Tourism & Entertainment Village at Cox's Bazar.	Bangladesh Parjatan Corporation (BPC)	100	Private Partner: Orion Group (Local) *Contract signing stalled due to local protest.

### Procurement/Bidding Stage (14 Projects)

19	Health	Medical College and Modernization of Railway Hospital at CRB in Chittagong.	Bangladesh Railway	30	Private Partner: United Group (Local) *CCEA Final Approval to be obtained
20	Tourism	Establishment of 5 Star Hotel with other Facilities at Existing Parjatan Motel Sylhet Compound of BPC Sylhet.	Bangladesh Parjatan Corporation (BPC)	20	Private Partner: Blue Mountain (NZ) Limited *Legal Vetting ongoing
21	Civil Accommodation	Development of Market, Residential Apartments and Resort on the Land of "No-view Guesthouse" at Chittagong under BJMC through PPP	BJMC	22	Ranks and Rangs FC Consortium (Local) * Renegotiation as per Legal Vetting Comments
22	Social Infrastructure	Development of Occupational Diseases Hospital, Labor Welfare Center and Commercial Complexes at Tongi, Gazipur, PPP Basis.	Department of Labor (DoL)	35	*Negotiation Unsuccessful.
23	Civil Accommodation	Construction of multistoried Commercial cum Residential Apartment complex with modern amenities at Nasirabad, Chittagong Under PPP.	National Housing Authority	200	Evaluation completed. *Negotiation to be started.
24	Transport	Improvement of Hatirjheel (Rampura Bridge)-Shekherjaiga-Amulia-Demra Road.	Roads and Highways Department	300	Evaluation completed. *Negotiation to be started.
25	Shipping	Construction of Laldia Bulk Terminal.	Chittagong Port Authority (CPA)	300	RFP issued (submission deadline: June 2020)
26	Shipping	Payra Port Coal Terminal	Payra Port Authority	660	Retender started. IFB Issued.
27	Tourism	Establishment of Three Star Standard Hotel and other Facilities of Existing Hotel Pashur Compound of BPC at Mongla Bagerhat.	Bangladesh Parjatan Corporation (BPC)	15	IFB to be issued
28	Transport	Flyover from Santinagar to Mawa Road via 4th (New) Bridge over Buriganga River.	Rajdhani Unnayan Kartripakkha	300	RFP to be issued * documents finalized.
29	Tourism	Establishment of Intl. Standard Tourism Complex at Existing Motel Upal Compound of BPC at Cox's Bazar.	Bangladesh Parjatan Corporation (BPC)	45	Retender to be started.
30	Tourism	Establishment of a Five Star Standard Hotel along with an Application Hotel and Training Centre on existing land of BPC at Muzgunni, Khulna.	Bangladesh Parjatan Corporation (BPC)	30	Retender to be started.
31	Tourism	Development of a Five Star Hotel in Chittagong.	Bangladesh Railway	50	No bid received. *Resettlement Issue
32	Industry	Development of Cotton Mills project in Tangail	BTMC	150	Retender to be started. *Stalled due to case

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)	Remarks
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### Feasibility Study ongoing (25 Projects)

33	Transport	Construction of a New Inland Container Depot (ICD) near Dhirasram Railway Station.	Bangladesh Railway	70	Detailed *considered for Japan G2G
34	Transport	Build and Construct Khulna Khan Jahan Ali airport and Special Tourism Zone (STZ) in Khulna under PPP Mode.	Civil Aviation Authority of Bangladesh	300	Detailed Feasibility Study Completed *awaiting approval at ministry
35	Urban	Shopping Mall with Hotel-cum-Guest House on the unused Railway land in Khulna.	Bangladesh Railway	30	Detailed Feasibility Study Completed
36	Transport	Construction & Operation of Inland Container Terminal (ICT) at Khanpur.	BIWTA	30	Detailed Feasibility Study Completed.
37	Zone	Development of Economic Zone (EZ) at Jamalpur with Private Sector participation.	BEZA	40	Detailed Feasibility Study Completed
38	Transport	Dhaka-Chittagong Access Controlled Highway.	Roads and Highway Department (RHD)	3,200	Detailed Feasibility Study ongoing
39	Health	Medical College & Nursing Institute and Modernization Railway Hospital of Kamalapur.	Bangladesh Railway	100	Detailed Feasibility Study ongoing
40	Transport	Comprehensive Non-Intrusive Inspection (NII) Project under PPP	National Board of Revenue	100	Detailed Feasibility Study ongoing
41	Transport	Gabtolli - Nabinagar PPP Road.	Roads and Highways Department	340	Detailed Feasibility Study ongoing
42	IT	Info Sarkar3	Bangladesh Computer Council	120	Detailed Feasibility Study ongoing
43	Transport	Circular Railway Line	Bangladesh Railway	1000	Detailed Feasibility Study ongoing
44	Transport	Improvement of Chattogram to Cox's Bazar Highway	Roads and Highways Department	1462	Detailed Feasibility Study ongoing
45	Industry	Development of BTMC Textile Mills: R R Textile Mills Limited, Sitakundu	BTMC	50	Detailed Feasibility Study ongoing
46	Industry	Development of BTMC Textile Mills: Amin Textile Limited, Chittagong	BTMC	50	Detailed Feasibility Study ongoing
47	Industry	Development of BTMC Textile Mills: Dost Textile Limited, Feni	BTMC	50	Detailed Feasibility Study ongoing
48	Industry	Development of BTMC Textile Mills: Rangamati Textile Mills Limited, Rangamati	BTMC	50	Detailed Feasibility Study ongoing
49	Industry	Development of BTMC Textile Mills: The Asiatic Cotton Mills Limited, Chittagong	BTMC	50	Detailed Feasibility Study ongoing
50	Industry	Development of BTMC Textile Mills: Jolil Textile Limited, Chittagong	BTMC	50	Detailed Feasibility Study ongoing
51	Industry	Development of BTMC Textile Mills: Bengal Textile Limited, Jessore	BTMC	50	Detailed Feasibility Study ongoing
52	Industry	Development of BTMC Textile Mills: Sundarban Textile Mills Limited, Satkhira	BTMC	50	Detailed Feasibility Study ongoing
53	Industry	Development of BTMC Textile Mills: Magura Textile Mills Limited, Magura	BTMC	50	Detailed Feasibility Study ongoing
54	Industry	Development of BTMC Textile Mills: Rajshahi Textile Mills Limited, Rajshahi	BTMC	50	Detailed Feasibility Study ongoing
55	Industry	Development of BTMC Textile Mills: Dinajpur Textile Mills Limited, Dinajpur	BTMC	50	Detailed Feasibility Study ongoing
56	Industry	Development of BTMC Textile Mills: Daroyani Textile Limited, Nilphamari	BTMC	50	Detailed Feasibility Study ongoing
57	Industry	Development of BTMC Textile Mills: Afsor Cotton Mills Limited, Dhaka	BTMC	50	Detailed Feasibility Study ongoing

SL	Sector	Project Name	Contracting Authority	Project Cost (\$ mn)	Remarks
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**Preliminary Stage (17 Projects) - CCEA approved**

58	Health	Medical College and Modernization of Railway Hospital at Saidpur in Nilphamary.	Bangladesh Railway	75	Advisor Appointment to be initiated after completion of previous medical college projects.
59	Health	Medical College and Modernization of Railway Hospital at Paksey in Pabna.	Bangladesh Railway	75	Do
60	Health	New Modern Medical College & Hospital of 250 beds on the unused land in Khulna.	Bangladesh Railway	100	Do
61	Education	The Innovation & Innovator Cell (IIC) development under Public Private Partnership.	The IIC – Innovation & Innovator Cell, KUET	10	Advisor Appointment
62	Energy	Construction of LPG Import, Storage and Bottling Plant at Kumira or any Suitable Place at Chittagong Including Import Facilities of LPG, Jetty, Pipeline and Storage Tanks under PPP.	Bangladesh Petroleum Corporation	50	*stalled project Location yet to finalised.
63	Transport	2nd Padma Multipurpose Bridge at Paturia-Goalundo.	Bangladesh Bridge Authority	1500	Directed to go slow in BoG.
64	Shipping	Payra Port Container Terminal	Payra Port Authority	300	Need to appoint TA after completion of Coal Terminal project tender.
65	Transport	Detailed Design, Construction, Operation and Maintenance of Mass Rapid Transit (MRT) Line-2	DTCA	3479	Discussed in 3rd G2G Platform meeting with Japan.
66	Urban	Development of Integrated Wastewater Management System for Gazipur City Corporation	Gazipur City Corporation	64	Prefeasibility study ongoing
67	Civil Accommodation	Construction of High-rise Apartment at Purbachal New Town Project	Rajdhani Unnayan Kartripakkha (RAJUK)	500	TA to be appointed
68	Civil Accommodation	Mirpur Integrated Township Development (Phase-II)	National Housing Authority	974	Do
69	Transport	Light Rapid Transit system for Narayanganj City	Narayanganj City Corporation	200	TOR prepared for TA appointment.
70	Transport	Multimodal Hub at Kamalapur Railway Station	Bangladesh Railway	500	Considered for G2G Japan
71	Transport	Multimodal Hub at Biman Bandar Railway Station	Bangladesh Railway	200	Considered for G2G Japan
72	Zone	IT Village at Mohakhali.	Bangladesh Hi-tech Park Authority	20	Stalled due to case.
73	Shipping	Bay Terminal	Chittagong Port Authority (CPA)	2089	Considered for G2G
74	Transport	Construction of Outer Ring Road	Dhaka Transport Coordination Authority	2705	Considered for G2G Japan

## CHAPTER 8: BUDGET HIGHLIGHTS

### Public Private Partnership Authority Annual Budget (2011-12 to 2018-19)

(Thousands of Taka)

Fiscal Year	Budget	Revised Budget
2011-12	5000	5000
2012-13	12800	12800
2013-14	24500	16000
2014-15	18000	16000
2015-16	20000	29298
2016-17	50000	61250
2017-18	60000	60000
2018-19	65000	60000

### Public Private Partnership Authority Budget Highlights in 2018-19

(Thousands of Figure)

Economic Code	Description*	Budget 2018-19	Revised Budget 2018-19
3111101	Basic pay (Officer)	15000	15000
3111201	Basic pay (Employee)	6000	6000
3111306	Education allowance	100	100
3111310	Housing rent allowance	2000	2000
3111311	Medical allowance	150	150
3111312	Mobile/cellphone allowance	200	200
3111325	Festival allowance	700	700
3111328	Rest and recreation allowance	300	300
3111335	Bangla new year allowance	150	150
3111336	Sumtuary allowance	100	36
3111338	Other allowances	100	164
3211102	Cleaning and washing	200	200
3211106	Entertainment expenses	260	260
3211111	Seminar/Conference expenses	400	400
3211113	Electricity	3000	3000
3211114	Utility service charge	600	600
3211117	Internet/Fax/Telex	400	400
3211119	Postage	50	50
3211120	Telephone	440	440
3211125	Advertising expenses	800	800
3211127	Books and Periodicals	200	200
3211129	Rent of office building rental	2500	2500
3231201	Domestic training	400	400
3241101	Domestic travel expenses	2000	500

<b>Economic Code</b>	<b>Description*</b>	<b>Budget 2018-19</b>	<b>Revised Budget 2018-19</b>
3242101	Foreign travel expenses	-	1500
3243102	Gas and fuel	2500	1450
3255102	Printing and binding	400	400
3255104	Stamps and seals	400	400
3255105	Other stationery	350	350
3257101	Consultancy	4800	4800
3257206	Honorarium/remuneration (other than employees)	300	300
3258101	Motor Vehicles	200	200
3258104	Office equipment	1000	1000
3258140	Transport maintenance expense	2500	3550
4112101	Motor vehicle	5000	-
4112202	Computers and accessories	4000	4000
4112303	Electrical Equipment	350	350
4112310	Office equipment	5150	5150
4112314	Furniture	2000	2000
<b>Grand Total</b>		<b>65000</b>	<b>60000</b>

# CHAPTER 9 : PHOTO GALLERY

## Top Management of the PPP Authority



**Muhammad Alkama Siddiqui**  
Chief Executive Officer (Secretary)



**Md. Faruque Ahmed**  
Director General (Admin & Finance)  
(Additional Secretary)



**Md. Abul Bashar**  
Director General (Joint Secretary)  
(Programming & Investment Promotion)



**Md. Anwar Hossain**  
Director (Admin)  
(Deputy Secretary)



**Najmus Sayadat**  
Director (Finance)  
(Deputy Secretary)



**Mirana Mahrukh**  
Director (Investment Promotion)  
(Deputy Secretary)

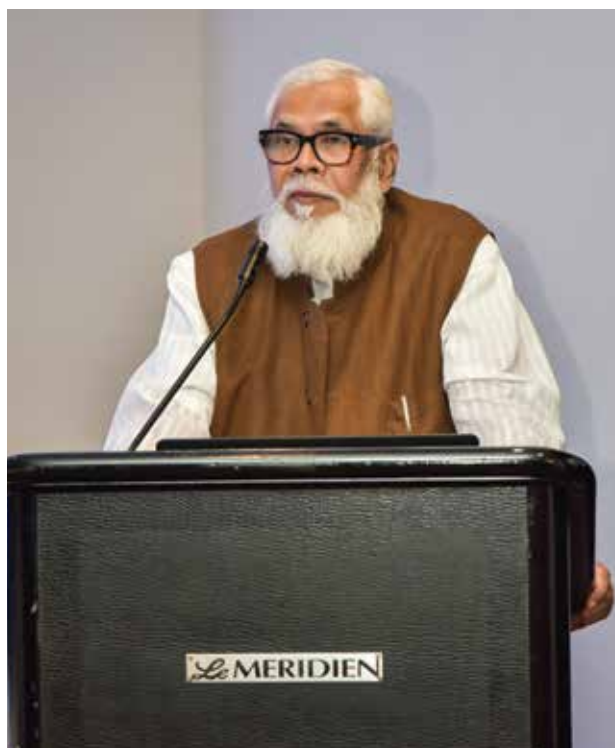


**Md. Robiul Alam**  
Director (Project Management  
& Finance) (Deputy Secretary)

# PPP Authority Management: The Team



# 3rd BANGLADESH -JAPAN JOINT PPP Platform Meeting at Le Meridien | 21.03.2019



## JHILMIL RESIDENTIAL PARK VISIT 2019



# PPP IN BANGLADESH HEALTH SERVICES SECTOR

at CIRDAP | 06.04.2019



**“BANGLADESH IS GROWING  
BE A PART OF IT”**



***“BANGLADESH IS GROWING  
BE A PART OF IT”***



**PPP Authority**  
Prime Minister's Office

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